

Fiscal Year 2015-2016 Annual Statistical Report



**North Carolina
Division of Adult Correction and Juvenile Justice**

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Overview of the North Carolina Division of Adult Correction and Juvenile Justice

The North Carolina Department of Public Safety was created in 2012 through the consolidation of the Department of Correction, the Department of Juvenile Justice and Delinquency Prevention and the Department of Crime Control and Public Safety. The Division of Adult Correction and Juvenile Justice is one of six divisions within the Department of Public Safety. Adult Correction is responsible for the custody, supervision, and rehabilitation of adult offenders sentenced to community/intermediate punishment or prison. Adult Correction is responsible for the operation of Prisons, Community Corrections, Alcohol and Chemical Dependency Programs and Correctional Enterprises. In 1998, the Division developed a long-range strategic plan, which is based on the following vision statement and strategic issues:

Vision Statement

We, the employees of Adult 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.

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.

Appropriations & Expenditures

At the end of the 2015-2016 Fiscal Year, the Division of Adult Correction and Juvenile Justice had 19,018¹ permanent employees, primarily working directly with offenders in the community or in secure facilities. The division is funded through legislative appropriations and receipts (e.g., Correction Enterprises). The total authorized budget and actual expenditures for the Division over the past five fiscal years are shown in Table 1, below.

Table 1: Authorized Budget and Actual Expenditures by Fiscal Year

Fiscal Year	Authorized Budget	Actual Expenditures	Percent Change in Actual Expenditures over Previous Year
2015-2016	\$1,515,484,178	\$1,498,391,311	9.44%
2014-2015	\$1,396,473,037	\$1,369,196,669	1.17%
2013-2014	\$1,389,799,158	\$1,353,340,103	-0.62%
2012-2013	\$1,423,972,223	\$1,361,765,373	0.78%
2011-2012	\$1,412,886,261	\$1,335,725,318	-1.78%

*Excludes required transfers for Medicaid and other Departmental requirements

¹ This number includes employees of the entire Division of Adult Correction and Juvenile Justice. Source: N.C. Department of Public Safety, Human Resources Division.

Section of Rehabilitative Programs and Services

Supporting Successful Decisions

The Section of Rehabilitative Programs and Services provides assistance to other sections within the Division of Adult Correction and Juvenile Justice and other Divisions of the Department of Public Safety. Staff have expertise in research methods, human subjects' protection, statistics, program evaluation, and policy analysis.

The *Research and Decision Support* unit of the Section coordinates a variety of internal and external evaluation projects. The unit assists staff to evaluate effectiveness, modify policies and programs, develop policies, and report outcomes to policy makers. Unit activities include the following:

- Obtain and organize topical information on research topics.
- Prepare statistical and topical reports.
- Conduct evaluations.
- Provide data and methodology review for evaluations.
- Review and approve human subjects research involving staff and individuals under the supervision of the Department of Public Safety.
- Provide answers to statistical questions about correctional populations.
- Develop computer programs to extract and report aggregate data.
- Analyze and interpret statistical information.
- Provide internet-based decision support tools.
- Prepare population forecasts and utilize simulation models.
- Develop a structure and process for planning.
- Organize and facilitate meetings of work groups engaged in planning and policy analysis.
- Consult on methods to develop, implement, and monitor plans and policies.

I. Prisons

Prisons Section Overview

The Section of Prisons is responsible for the custody, supervision, and rehabilitation of inmates. As of June 30, 2016 there are 55 state prisons in North Carolina; there is one additional contractual prison, Center for Community Transitions, and 2 Confinement in Response to Violation Centers (CRV). In order to protect the community, staff, and inmates, the Prisons Section classifies prisons, inmates, and prison beds according to prison security designation, inmate custody classification, and bed security levels, respectively.

The Section Chief of Prisons assigns the security designation of the prison based on the physical boundaries and structure of the prison, the type of cells in the prison (e.g. single cells, dormitories), and the intensity and type of staff supervision (e.g. armed perimeter vs. unarmed perimeter). As of June 30, 2016 there were 14 close, 20 medium, and 22 minimum security state prisons, and one minimum security contracted facility; the CRVs are both minimum security sites.

The Section receives primarily felons; however, some misdemeanants who cannot be housed within the Statewide Misdemeanant Confinement Program may be sent to a state prison. Sentences range from a minimum of 180 days for certain low-level felony or misdemeanor offenses to life imprisonment for crimes such as rape or death for murder. Prison staff classifies the individual inmate's custody by analyzing factors such as current crime, length of sentence, past criminal history, and past prison behavior record. At the end of FY 2015-2016, 46% of inmates in the prison population were assigned to medium custody, 32% to minimum, 16% to close custody; 6% were undergoing diagnostics and assessment.

The Section provides rehabilitative activities for inmates. These activities include jobs, educational programs, vocational programs, cognitive behavioral interventions, substance abuse interventions, mental health interventions, and religious services.

Costs of Incarceration for the 2015-2016 Fiscal Year

The Section calculates the average cost of incarcerating minimum, medium, and close custody inmates annually. The figures include the direct costs of inmate supervision/custody and programs/activities, and indirect administrative costs for Section support of prisons. The daily cost of incarcerating one inmate ranged from \$79.46 in minimum custody to \$106.92 in close custody, with an average of \$89.30 in FY 2015-2016 compared to an average of \$82.26 in FY 2014-2015.

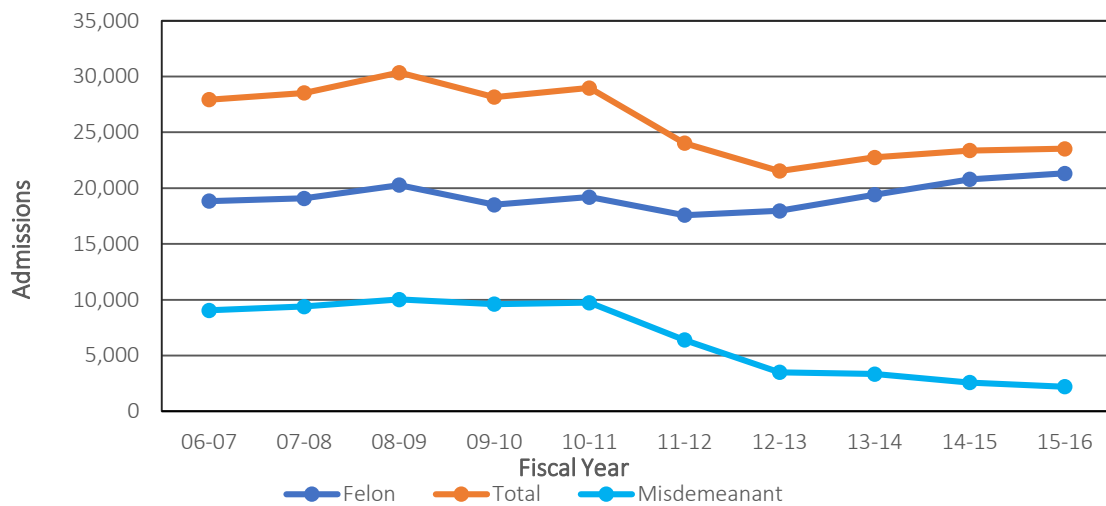
Table I.1: Daily Cost per Inmate for FY 2015-2016: State Prisons

Inmate Custody Level	Average Daily Population	Daily Cost Per Inmate
Minimum	12,144	\$79.46
Medium	18,663	\$89.78
Close	6,286	\$106.92
Average	37,093	\$89.30

Prison Admission Trends

During FY 2015-2016, there were 23,531 admissions to North Carolina prisons. Admissions to prisons further increased nearly 1% during FY 2015-2016, after an increase of nearly 3% during FY 2014-2015. The increase in admissions is largely attributed to growth in felony admissions (2.5%). Misdemeanor admissions experienced another decrease (15%) as the impact of additional changes to the Statewide Misdemeanant Confinement Program, which as of January 1, 2015 houses all misdemeanants, including individuals convicted of Driving While Impaired (DWI) continued into FY 2015-2016. Misdemeanants comprised only 9% of prison admissions during FY 2015-2016, down from a high of 34% during FY 2009-2010.

Figure I.1: Total Admissions by Crime Class, FY 2006-2016



Fiscal Year	2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
Total	27,936	28,535	30,350	28,164	28,975	24,036	21,538	22,759	23,367	23,531

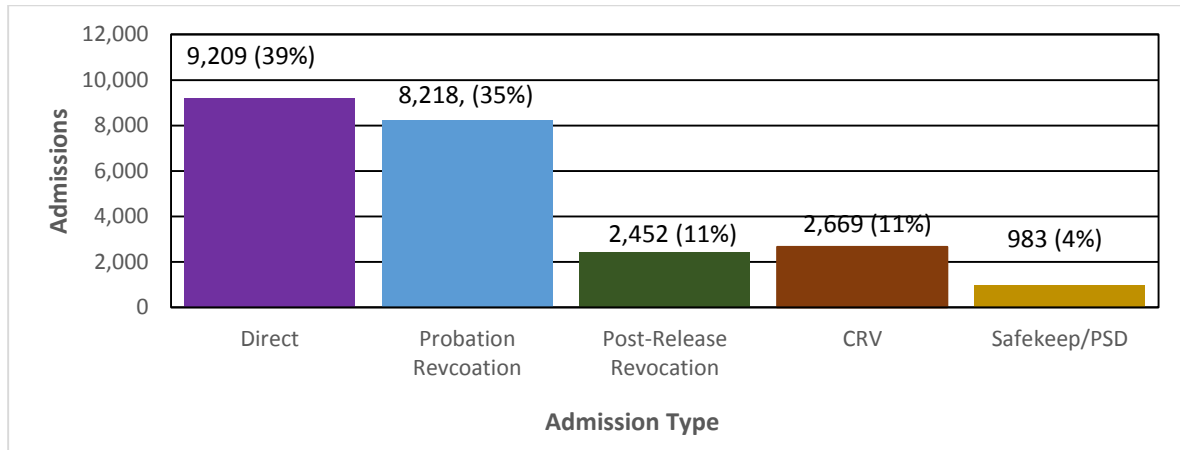
Type of Admissions

There are five types of admissions to prison: direct admissions, probation revocations, confinements in response to violation (CRV), parole/post-release supervision revocations, and safekeepers/pre-sentence diagnostic inmates. Direct admissions result from a court-imposed active sentence to prison. CRV entries are offenders under supervision in the community who have committed a technical violation for which the court has imposed a 90-day term to be served in prison before returning the offender to supervision in the community. Revocations of probation and post-release are the activation of offenders' sentences due to new criminal activity, absconding, or after serving multiple periods of confinement due to technical violations (CRV terms).

Safekeepers are defendants who have not been sentenced, but are admitted to prison when detention in the local jail poses a danger to the inmate or when medical care is needed. Pre-sentence diagnostic admissions (PSD) are inmates who have been convicted, but the judge requests an assessment before sentencing.

Direct admissions made up 39% of total prison admissions in FY 2015-2016; 35% were probation revocations² followed by parole/post-release revocations at 10%. CRVs accounted for 11% of total admissions. Safekeepers and pre-sentence diagnostic admissions accounted for 5% of admissions.

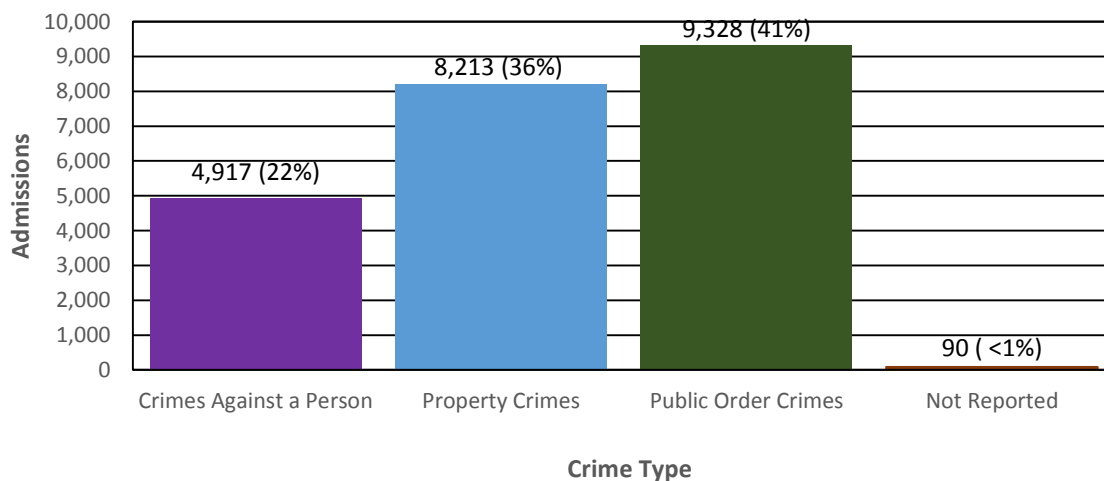
Figure I.2: Prison Admissions in FY 2015-2016



Crime Type of Prison Admissions

Overall, 91% of the FY 2015-2016 prison admissions were for felony crime convictions. Crimes resulting in a prison sentence are grouped in one of three categories: public order, property, and crimes against a person.

Figure I.3: Crime Type of Prison Admissions in FY 2015-2016



The most frequent crime type for prison admissions was public order and accounted for 41% of all admissions. This crime type included drug offenses, trafficking and non-trafficking (4,748), driving

² Note that 35% of prison admissions due to revocation is not the same as the probation revocation rate. These prison admissions comprise a subset of offenders who had a confinement for technical violations or probation revocation for new crimes or absconding. It is computed as a percentage of offenders entering prison, whereas the probation revocation rate is the percentage of offenders who exited community supervision.

while impaired (1,770), weapons offenses (1,015), traffic violations excluding DWI (284), and habitual felon (994). Among public order crime admissions, 80% were felons.

Property crimes accounted for 36% of all prison admissions. The most frequent offenses in this category were breaking/entering (2,953) and larceny (2,553). Other frequent offenses included fraud (1,546), burglary (312), forgery (168), burnings (94), and auto theft (225).

There were 4,917 admissions for crimes against a person, which accounted for 22% of all prison admissions. Approximately 30% of these crimes were assaults. Also included in this category were robbery (1,413), sexual offenses (574), and homicides (511). As with property and public order crimes, the majority (96%) of crimes against a person were felony admissions.

Table I.2: Crime Type Prison Admissions by Felon/Misdemeanant Status

Crime Type	Felon	Misdemeanant	Total	(%)
Crimes Against a Person	4,794	123	4,917	22%
Property Crimes	8,129	84	8,213	36%
Public Order Crimes	7,494	1,834	9,328	41%
Not Reported	89	1	90	<1%
Total	20,506	2,042	22,548	
Percent	91%	9%		

**Does not include 983 safekeeper admissions.*

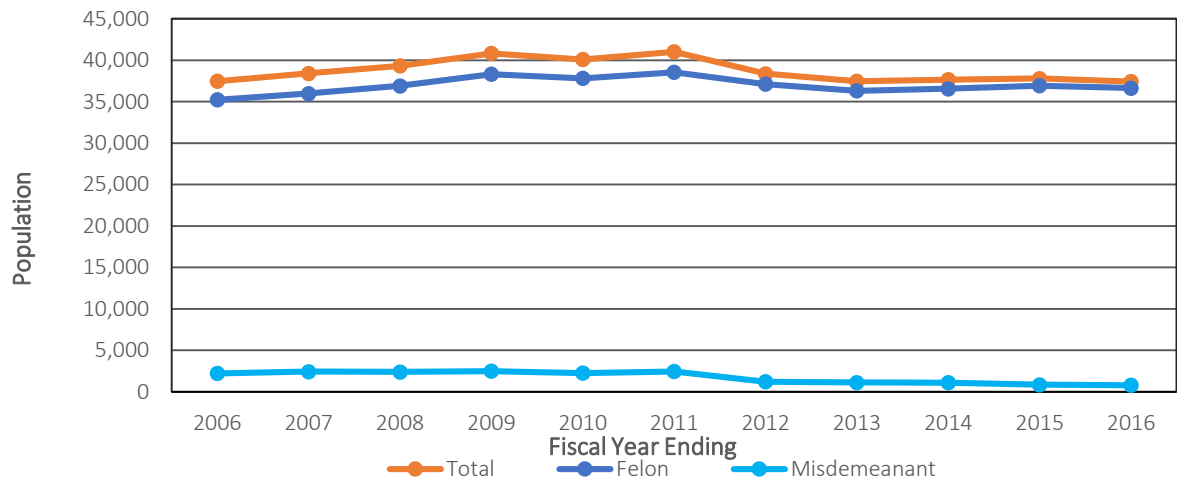
Table I.3: Demographics of Prison Admissions: FY 2015-2016

Age Category	Female			Male			Total
	White	Black	Other	White	Black	Other	
13-18	12	19	3	104	421	35	594 (3%)
19-21	99	48	15	488	1,220	137	2,007 (9%)
22-25	291	126	27	1,266	2,111	223	4,044 (17%)
26-30	525	145	30	1,802	2,038	256	4,796 (20%)
31-35	467	118	26	1,521	1,400	236	3,768 (16%)
36-40	303	90	15	1,035	1,006	155	2,604 (11%)
41-45	215	82	14	817	789	107	2,024 (9%)
46-50	144	61	9	612	742	69	1,637 (7%)
51-55	98	47	4	413	552	36	1,150 (5%)
56-60	37	17	2	214	268	22	560 (2%)
61-65	4	1	0	86	113	14	218 (1%)
66-70	5	0	0	45	42	1	93 (<1%)
71+	2	0	0	22	11	1	36 (<1%)
Total	2,202	754	145	8,425	10,713	1,292	23,531
(%)	(9%)	(3%)	(1%)	(36%)	(46%)	(5%)	

Prison Population Trends

After steady growth through the first decade of the 21st century, the prison population declined significantly between FY 2011-2012 and FY2012-2013, but rose slightly at the end of both FY 2013-2014 and FY2014-2015. In FY 2015-2016 the population once again declined, though only slightly. On June 30, 2016, there were 37,440 offenders in the prison system, representing a slight (<1%) decrease from the previous fiscal year end. The majority (46 %) of the prison population was housed in medium custody; 16% were in close custody, and 32% were housed in minimum custody. There were 201 safekeepers in the prison population on June 30, 2016. Approximately 6% were in processing and had not yet been assigned custody.

Figure I.4: Prison Population by Crime Class, FY End 2007-2016



06/30/Year	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Population	38,423	39,326	40,824	40,102	41,030	38,385	37,469	37,665	37,794	37,440

Prison Population by Sentencing Grids

Although 9% of prison admissions in FY 2015-2016 were misdemeanants, this group comprised only 2% of the population on June 30, 2016. Of those misdemeanor inmates in the prison population at the end of the fiscal year, 90% were incarcerated for violations of the Safe Roads Act (DWI) followed by assault (6%) and larceny (2%). The remaining 2% included all other structured sentencing convictions for the misdemeanor population on June 30 2016.

The profile of the felon inmate population was very different from the profile of felon admissions to prison. Class A-E offenses represented less than a quarter (21%) of prison admissions during FY 2015-2016 but accounted for 64% of the felon prison population on June 30, 2016. This trend is consistent with FY2014-2015 where Class A-E offenses represented 21% of prison admissions but accounted for 64% of the prison population on June 30, 2015. These felons with long sentences remain in the population over an extended period of time and generally account for the projected growth in the prison population in coming years. For example, consider the difference between the number of offenders with Class A convictions in the population and admissions of Class A offenders in one year. There were 64 Class A prison admissions last fiscal year, while on June 30, 2016 there were 1,986 in the population. The sentence for these offenders is either life in prison or death.

Table I.4: Misdemeanant Prison Population, FY End 2016

Crime Class	Prior Record Level				Undefined or Non-Structured	Total (%)	
	I	II	III				
A1	4	5	38		0	47	(6%)
1	0	3	23		0	26	(3%)
2	0	0	1		0	1	(<1%)
3	0	0	2		0	2	(<1%)
DWI	14	0	0		672	686	(87%)
9C*	0	0	6		19	25	(3%)
Other/Undefined	0	0	0		1	1	(<1%)
Total	18	8	70		692	788	
(%)	(2%)	(1%)	(9%)		(88%)		

Table I.5: Felony Prison Population, FY End 2016

Crime Class	Prior Record Level						Undefined or Non-Structured	Total	
	I	II	III	IV	V	VI			
A	1,113	147	115	69	12	12	518	1,986	(5%)
B1	1,038	730	338	243	56	46	0	2,451	(7%)
B2	1,103	1,175	653	457	95	68	0	3,551	(10%)
C	816	952	1,131	1,795	874	891	576	7,035	(19%)
D	1,136	1,185	1,081	1,007	377	390	157	5,333	(15%)
E	559	638	617	662	270	309	2	3,057	(8%)
F	847	706	578	593	218	206	22	3,170	(9%)
G	308	594	612	616	228	227	2	2,587	(7%)
H	378	982	983	1,066	572	849	18	4,848	(13%)
I	87	200	135	198	100	153	0	873	(2%)
9C	162	210	117	59	8	2	0	558	(2%)
Other	21	1	0	0	0	3	963	988	(3%)
Total	7,568	7,520	6,360	6,765	2,810	3,156	2,258	36,437	100%
(%)	(21%)	(21%)	(17%)	(18%)	(8%)	(9%)	(6%)	(100%)	

Note: The totals from tables I.4 and I.5 do not include offenders committed as safekeepers (201 on 06/30/2016).

*Confinement in Response to Violation (CRV) Punishment

Inmate Activities

Prisons coordinate a wide range of inmate work, educational, and rehabilitative programs. Inmates are required to either work full-time or participate in a full-time program. Only inmates who pose a security risk, have health problems, or are in the admissions process are exempt from the policy.

Work Assignments

In each prison facility, inmates are assigned a variety of jobs. Inmates are paid an incentive wage, which is set by statute for the majority of these duties. Currently the incentive wage ranges from \$.40

to \$1.00 per day depending on the work assignment. Most inmates who work (84%) do so inside prison facilities.

Table I.6: Inmate Work Assignment by Work Category, FY 2015-2016

Inmate Work Assignments In Prison Facilities	Average Daily Assigned During 2015-2016
Unit Services	6,642
Food Service	3,174
Correction Enterprises	1,990
Prison Maintenance	1,868
Construction	404
Other Jobs	1,549
Outside Prison Facilities	
Road Squads	1,368
State and Local Government	596
Work Release	1,041
Total	18,632

Unit Services- The largest assignment in prison facilities is Unit Services. Prison inmates in these jobs perform janitorial and general maintenance duties. This assignment provides a relevant job skill and is beneficial to the prison system because it reduces the cost of operating the facilities.

Food Service- Inmates work in the kitchens of all prison facilities preparing and serving food to other inmates. This assignment provides a relevant job skill and is beneficial to the prison system because it reduces the cost of operating the facilities.

Correction Enterprises- Correction Enterprises is a separate section of the Division of Adult Correction and Juvenile Justice, which administers industries at prison sites. Enterprise jobs provide opportunities to put close and medium custody inmates to work inside prisons. Inmates are employed making car license tags, street and highway signs, farming, food processing, printing, sewing, laundering and manufacturing. These jobs teach workers job skills and a work ethic which will enable them to find employment upon release from prison. These jobs pay up to \$3 per day based on skills required for the job.

Prison Maintenance- Prison inmates are also involved in grounds keeping, light construction, repair and maintenance projects at prisons. These jobs include roofing, plumbing, electrical wiring and other unit improvements. These assignments provide relevant job skills and are beneficial to the prison system because they reduce the cost of operating the facilities

Construction- In addition to cleaning and maintaining prisons, some inmates are assigned to new prison construction projects. Inmates are generally chosen based on pre-existing skills in the construction industry. Like the other categories of work assignments, this experience gives inmates valuable work experience prior to release and helps to reduce the cost of new prison construction.

Road Squads- Minimum and medium custody inmates work on the state's roads, patching potholes, clearing right-of-ways and picking up litter. Medium custody inmates work under the supervision of armed correctional officers. Minimum custody inmates work under the direction of N.C. Department of Transportation employees.

State and Local Government Agencies- State and local government agencies have labor contracts for inmates to work for these agencies, often involving janitorial services and grounds keeping.

Work Release- Inmates who have proven themselves trustworthy for limited release from custody are allowed to leave the prison unit for jobs. These inmates are nearing their release date and work for businesses in the community. North Carolina started the first work release program in the country in 1957. Inmates on work release receive prevailing market wages from their employers, but must pay a room-and-board fee to the prison unit.

For FY 2015-2016 inmates paid the Division of Adult Correction and Juvenile Justice \$4,778,083 in per diem and \$1,675,938 for transportation and job-related expenses. They also paid child support and restitution totaling \$1,443,070. During this period, inmates paid an additional \$2,002,263 for personal expenses, spousal support and other family expenses.

Programs Assignments

Inmates are recommended for participation in programs based on interests, abilities, needs and whether the time remaining on their sentence allows completion of the program. At large institutions, academic and vocational education programs are offered to inmates on a full-time basis. These programs are offered on a part-time basis at other institutions.

Table I.7: Inmate Program Assignments, FY 2015-2016

Average Daily Assignment for FY 2015-2016		
	Full Time	Part Time
Academic Education	1,486	1,612
Vocational Education	1,740	643
Life Skills Programs	164	2,804

Academic Programs- The mission of the North Carolina Department of Public Safety's (NCDPS) educational services section is to support the provision of educational instruction to offenders who participate in educational and vocational programs by equipping them with knowledge and skills that will assist in preparing them for successful community transition and employment development upon release.

The NCDPS partners with the North Carolina Community College System and other colleges and universities to provide a full range of academic and vocational programs. For offenders who enter prison without a high school or high school equivalency diploma, there are Adult Basic Education (ABE) classes to prepare them to obtain their high school equivalency diploma. The partnership with the community college system also provides post-secondary education opportunities for offenders to obtain various certificates and Associate of Science Degrees. In addition to the offerings provided by the NC Community College System, the NCDPS also contracts with the University of North Carolina at Chapel Hill East Carolina University and Guilford College to provide select post-secondary college courses, which are delivered through instruction at the correctional facility or through mail correspondence. During FY 2015-2016, these partnerships produced the following outcomes:

- 1,430 offenders obtained their high school equivalency diploma during incarceration
- 1,581 offenders earned vocational certificates in various educational/vocational programs
- 757 offenders completed requirements to obtain a post-secondary degree/diploma
- 62 offenders completed requirements to obtain an Associate's of Applied Science

Vocational Programs- A wide variety of vocational programs such as computer literacy, food service training, electrical engineering technology, brick masonry and job readiness are provided through local community colleges. Participation in these programs can help inmates obtain work with Correction Enterprises or a work release assignment. There were 1,581 Vocational Certificates awarded in the last fiscal year.

Life Skills Programs- Life skills programs include several types of programs such as parenting skills and Cognitive Behavioral Intervention (CBI). CBI programs teach offenders new ways of thinking that can lead to changes in their behavior and actions, and ultimately affect their criminal conduct. CBI programs use a combination of approaches to increase an offender's awareness of self and others. This awareness is coupled with the teaching of social skills to assist the offender with interpersonal problems. These specific types of intervention programs assist offenders in "restructuring" their thought process and teaches "cognitive skills" to assist in basic decision-making and problem-solving. These programs are led by prisons or community college staff that have been trained by the division.

Escapes and Captures

The primary goal of the Prisons Section is to protect the community. While some inmates escape from prison each year, nearly all are apprehended. Minimum custody inmates are often on work release and participate in other activities in the community. Many escapes are the result of the minimum custody inmate not returning to the prison on time from his/her job, so a capture is recorded the same day. All Seven of the inmates who escaped during the 2015-2016 fiscal year were captured by July 1, 2016.

Inmate Disciplinary Infractions

Inmate conformity to prison rules is necessary for the orderly, safe and secure operation of correctional facilities. Effective, fair and consistent disciplinary procedures enhance the orderly operation of the facilities and reinforce appropriate behavior and responsibility. The disciplinary offenses were reclassified in November 2000 from five classes to four and all substance possession offenses (e.g., alcohol or drugs) are now Class A. The most serious offenses remain in Class A while Class D offenses are the least serious infractions. An inmate can be charged with an attempt to commit an offense. If so, that attempt is in the same class as the infraction itself.

In FY 2015-2016 there were 69,633 infractions (see Table I.8), which is a 13% increase from the number recorded during FY2014-2015. Approximately 15% (10,161) were Class A infractions, of which 36% were for substance possession. The next most frequent Class A offense was Involvement with Gang or Security Threat Group (STG), with 17% in FY2015-2016.

There were 21,484 Class B infractions including: sexual act, damaging property, weapon possession, interfering with staff and lock tampering. The majority of the infractions in FY 2015-2016 were for Class C offenses, accounting for 48% (29,837) of the total infractions for the year. Out of these, 13,205(41%) were for disobeying an order. Other Class C infractions include profane language, fighting, unauthorized leave, bartering, threatening staff, and theft of property. Possession of unauthorized items (including clothing and money), being in an unauthorized location, and gambling are some of the infractions that make up the Class D infractions.

Table I.8: Inmate Disciplinary Infractions for FY2015-2016

Class	Infraction	Count
A	Substance Possession	3,684
	Assault Staff (with Weapon, Throwing Liquids or Sexual Intent)	845
	Refuse to Submit to a Drug/Breath Test	400
	Assault Person with Weapon	857
	Involvement with Gang or STG	1,762
	Fight Involving Weapons	444
	Other Inmate Assault	96
	Attempt Class A Offense	757
	Other	1,316
	Class A Total	10,161
B	Sexual Act	3,170
	Damage State/Another's Property	719
	Lock Tampering	2,108
	Weapon Possession	1,194
	High Risk Act	2,092
	Interfere with Staff	778
	Threaten to Harm/Injure Staff	1,944
	Other	9,479
	Class B Total	21,484
C	Disobey Order	13,205
	Profane Language	6,504
	Unauthorized Leave	3,290
	Fighting	2,873
	Create Offensive Condition	325
	Barter/Trade or Loan Money	555
	Misuse or Unauthorized Use of Phone/Mail	1,030
	Theft of Property	2,405
	Unauthorized Funds	299
	Other	1,388
	Class C Total	31,874
D	Unauthorized Items (No threat contraband)	1,767
	Unauthorized Location	3,404
	Gambling	176
	Illegal Clothing	310
	Other	457
	Class D Total	6,114
Total Infractions		69,633

Presumptive punishments are established for each infraction such as: confinement in restrictive housing for up to 60 days, demotion in custody, revocation of reduction credits and suspension of privileges, including radio access, organized sports, visitation, or other leisure time activities. Additionally, to offset the costs of staff time, there is an administrative fee of ten dollars paid by inmates found guilty of committing an infraction.

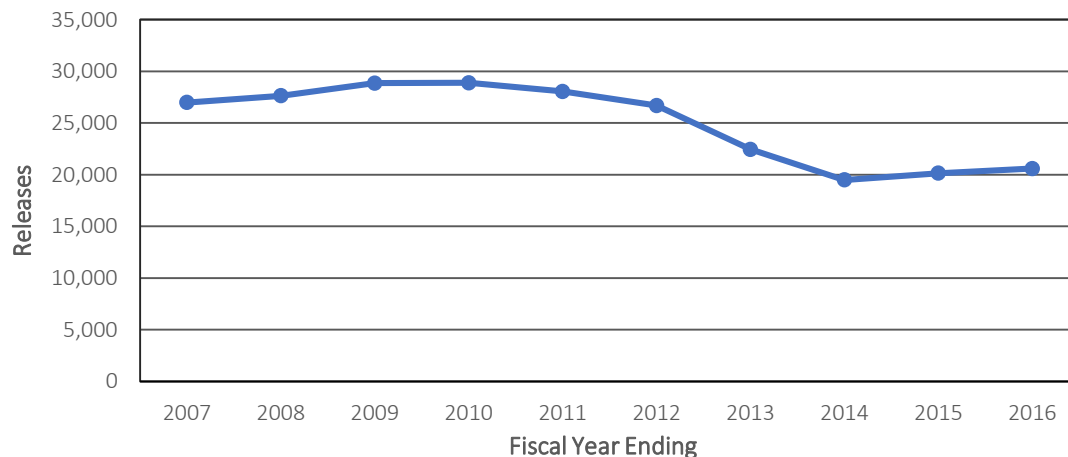
Table I.9: Demographics of Prison Population on June 30, 2016

Age Category	Female			Male			Total	
	White	Black	Other	White	Black	Other		
13-18	3	8	4	39	200	17	271	(<1%)
19-21	48	26	9	291	866	119	1,359	(4%)
22-25	163	119	23	1,066	2,317	319	4,007	(11%)
26-30	349	119	21	1,908	3,030	448	5,875	(16%)
31-35	365	122	26	2,000	2,737	560	5,810	(16%)
36-40	296	109	22	1,744	2,517	488	5,176	(14%)
41-45	231	87	14	1,557	2,169	295	4,353	(12%)
46-50	194	93	13	1,446	1,898	227	3,871	(10%)
51-55	136	66	8	1,159	1,606	142	3,117	(8%)
56-60	76	30	3	759	911	90	1,869	(5%)
61-65	18	15	3	432	448	46	962	(3%)
66-70	16	4	0	253	205	17	495	(1%)
71+	10	0	1	172	89	3	275	(<1%)
Total	1,905	798	147	12,826	18,993	2,771	37,440	
(%)	(5%)	(2%)	(<1%)	(34%)	(51%)	(7%)		

Prison Release Trend

Releases from prison are affected by sentencing policies and the stock population. As the stock population has continued to fall, the number of releases has fallen accordingly. However, during FY 2015-2016, there were 20,591 releases from prisons, a 2% increase in releases from the previous year.

Figure I.5: Prison Releases, FY 2007-2016



Fiscal Year	2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
Release	26,986	27,637	28,860	28,889	28,048	26,685	22,455	19,495	20,138	20,591

Type of Release

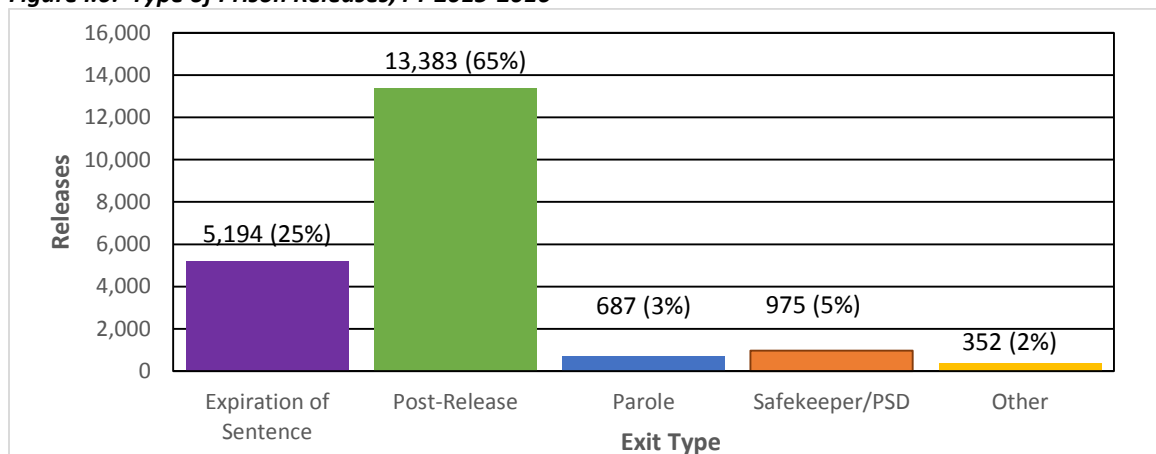
Inmates are usually released from prison due to the expiration of their sentence, released on post-release (under structured sentencing) or on parole (sentences prior to Structured Sentencing or violations of the Safe Roads Act). The Justice Reinvestment Act extended post-release supervision to all felony offenses committed on or after December 1, 2011. Inmates incarcerated for Class B1-E offenses committed on or after December 1, 2011 have a mandatory twelve months of supervision upon release. Inmates incarcerated for Class F-I offenses committed before December 1, 2011 have a mandatory nine months of supervision upon release.

As a result, the majority (65%) of releases from prison in FY 2015-2016 are now assigned to a period of supervised post-release. Conversely, as the population of non-JRA sentenced inmates continues to shrink, a smaller percentage of inmates will exit with expired sentences. The percentage of inmates exiting due to expiration of their sentence further fell from 32% in FY 2014-2015 to 25% during FY 2015-2016.

Releases due to parole have decreased steadily since only non-structured sentence and Safe Roads Act inmates are eligible for parole. In FY 1998-1999, 21% of prison exits were to parole, whereas, during FY 2015-2016 only 3% of prison exits were to parole. The proportion of the prison population sentenced prior to Structured Sentencing has continued to decrease, so parole exits will diminish over time.

Safekeeper and Pre-sentenced diagnostic (PSD) releases are un-sentenced inmates who are held temporarily in prison. Most prison exits in the category labeled “Other” were court ordered releases, but also included the death of the inmate, Interstate Compact and execution. There were no executions in FY 2015-2016.

Figure 1.6: Type of Prison Releases, FY 2015-2016



Time Served by Inmates Released in FY 2015-2016

North Carolina enacted numerous sentencing laws that govern when and how inmates are released from prison. In 1994, North Carolina enacted Structured Sentencing guidelines. The purpose of Structured Sentencing is to reserve prison for the most serious and chronic offender, and to incarcerate those offenders for longer periods of time. Less serious and less chronic offenders receive punishments in the community, or shorter prison sentences. Structured Sentencing abolished discretionary parole release and authorized judges to set a minimum and maximum sentence for felons and a flat sentence for misdemeanants, based on the severity of the crime of conviction and the prior record level of the offender.

Felony Structured Sentencing inmates must serve the entire minimum sentence and may serve the maximum sentence, an additional 20% above the minimum sentence. For example, an inmate must serve five years and may serve up to six years unless he/she earns credits off the maximum sentence for good behavior, working and participating in programs. Therefore, all felony inmates sentenced under Structured Sentencing will serve at least 100% of their minimum sentence.

In FY 2015-2016 there were 14,367 Structured Sentencing felons released from prison. Inmates can earn three, six, or nine days per month off their sentence for good behavior, working and participating in programs. On average, these inmates served 31.19 months in prison, averaging 109% of their minimum sentence.

Judges order misdemeanants to serve a specific sentence and they can earn 4 days per month off their sentence for good behavior, working and participating in programs. For example, a misdemeanor inmate who has a sentence of four months must serve 3.5 months and may serve up to four months. During this period there were 141 Structured Sentencing misdemeanants released, having served an average of 5.31 months, 97 % of their maximum sentence.

Prior to Structured Sentencing, inmates were sentenced under several different sentencing laws which allowed the Parole Commission to release inmates early from prison to parole. The major determinants of when inmates were released from prison under these parole-eligibility laws depended on the good time and gain time credits the inmate earned. Prior to Structured Sentencing, as soon as the inmate entered prison, he/she was awarded good time credits which reduced the sentence by 50%, and he/she could also earn additional gain time credits off of the sentence for positive behaviors.

In FY 2015-2016, there were 80 non-Structured Sentencing felons released from prison for the first time. Those who were paroled and then returned to prison were excluded from these calculations. Since these inmates represented some very serious offenses, they served an average of 274.09 months before release. These inmates served, on average, 53% of their court-imposed sentences, due to good time, gain time and parole eligibility rules. During this period, 1,510 non-Structured Sentencing misdemeanants were released from prison; the majority of those were serving time for Driving While Impaired (DWI) convictions that fall under the Safe Roads Act. These inmates served, on average, 7.16 months or 53% of their court-imposed sentence due to good time, gain time and parole eligibility rules.

Prison Population Projections

Prison population projections are made on an annual basis in conjunction with the North Carolina Sentencing and Policy Advisory Commission (SPAC). The population projections were completed in two parts. The SPAC prepared prison population projections for all offenders sentenced on or after July 1, 2016 (new entries). The Division prepared projections for all offenders in prison as of June 30, 2016 (resident prison population). The final combined projections take into account the decline of the resident prison population (structured sentencing releases, parole releases and “max-outs”) and the buildup of the new inmates (new sentences, probation revocations, parole revocations and post-release supervision revocations). Added to these figures is the estimated number of safekeepers and misdemeanor offenders held in the state prison system.

Table I.10: Prison Population Projections, FY 2017-2026*

Fiscal Year	Prison Population as of June 30		Prison Capacity ³	Difference between Current Projection and Capacity ⁴
	Previous Projection	Current Projection	Expanded Operating Capacity	
2016/17	37,304	36,774	37,617	843
2017/18	37,601	36,906	37,617	711
2018/19	37,367	37,116	37,617	501
2019/20	37,385	36,814	37,617	803
2020/21	37,642	36,821	37,617	796
2021/22	37,927	37,010	37,617	607
2022/23	38,395	37,268	37,617	349
2023/24	38,868	37,612	37,617	5
2024/25	39,224	38,003	37,617	-386
2025/26	N/A	38,442	37,617	-825

**Prepared February 2017 by the Sentencing and Policy Advisory Commission in conjunction with the Division of Adult Correction and Juvenile Justices' Section of Rehabilitative Programs & Services.*

The projections provide estimates of the prison population over the next ten years based on empirical data from FY 2016. With the various effective dates relating to the JRA provisions (e.g., offenses on or after December 1, 2011; probation violations on or after December 1, 2011), the parameters empirically derived from the data and used in the projections are based on a mixture of pre-JRA and JRA provisions. It is also important to recognize that these data reflect evolving JRA practices during the early stages of implementation and, as a result, are not necessarily representative of future practices. The annual adjustment to the ten-year projections, using updated empirical information, will reflect the shift in JRA cases and criminal justice practices, ultimately enhancing the accuracy of the projections.

The current projection indicates an increase in the prison population compared to last year's projection. While fluctuations in the projections are expected as changes in criminal justice practices continue with the implementation of the JRA, the primary explanation for the decrease is the most recent legislative change to the commitment location for certain misdemeanants. With this change, all misdemeanants (including those sentenced for impaired driving) are required to serve their active sentences in local jails instead of the state prison system.

³Expanded Operating Capacity (EOC) is the number of inmates housed in dormitories that operate at varying percentages (not to exceed 130%) beyond their Standard Operating Capacity, plus the number of single cells with one inmate per cell, plus the number of single cells that house two inmates per cell. Standard Operating Capacity (SOC) is the number of single cells with one inmate per cell plus the number of inmates who can be housed in dormitories by dividing the gross square feet of each dormitory by 50 square feet and rounding to the closest double bunk configuration. SOC is projected to be 33,284 for each year of the ten -year projection.

Capacity estimates are based on projects funded or authorized. The EOC and SOC capacity estimates include decreases at Central Prison (32) and Fountain CCW(10) due to conversion of control beds to segregation beds; an addition of 32 beds at North Carolina CIW (6 mental health beds and 26 safekeeper beds) and a reduction of 2 beds (wet cells); a decrease at Eastern CI (48) due to the conversion of ICON beds to segregation beds; increases as a result of expansions at Maury CI (504), Bertie CI (504), Tabor CI (252), and Lanesboro CI (252); decreases as a result of the closure of Fountain CCW (374 SOC, 510 EOC) and North Piedmont CCW (104 SOC, 136 EOC); and increases as a result of re-opening Burke (200 SOC, 248 EOC) and Robeson (152 SOC, 192 EOC) as Confinement in Response to Violation (CRV) Centers.

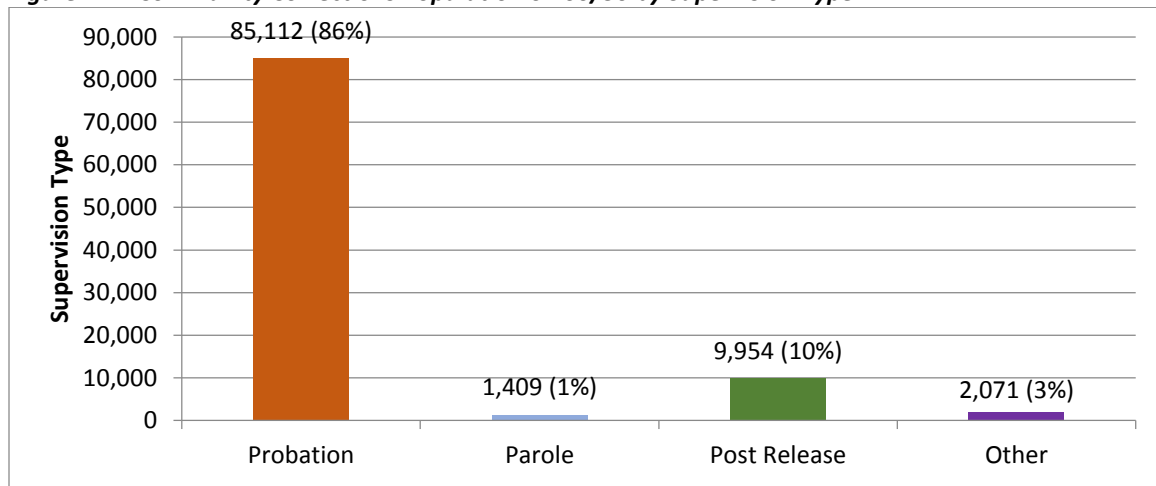
⁴Positive numbers indicate that the current projected population is lower than capacity, while negative numbers indicate that the current projected population is higher than capacity

II. Community Corrections

Section of Community Corrections Overview

Community Corrections provides supervision of offenders sentenced to probation or released from prisons on parole or post-release supervision. Probation and parole officers supervise offenders in the community by enforcing compliance with the conditions of probation, parole or post-release supervision and monitoring offender behavior. As of June 30, 2016, there were 98,546 offenders under the supervision of the Section of Community Corrections.

Figure II.1: Community Corrections Population on 06/30 by Supervision Type



Offenders on probation, parole or post-release are supervised based on the conditions imposed, their behavior, assessed risk of re-arrest and assessed needs. Probation and parole officers supervise low risk/low need cases with traditional probation strategies, primarily in an office setting. Offenders assessed at higher risk/needs levels have more rigorous contact requirements in their home and work environments following an individualized case plan. An offender who violates their conditions of supervision may subsequently receive additional sanctions from the court or Parole and Post Release Commission, or other supervision requirements mandated by the officer through delegated authority, such as requiring increased Community Service hours or drug screening or time in CRV. Officers are also responsible for supervising special populations such as sex offenders and domestic violence offenders.

Officers refer offenders to rehabilitative services and work with other agencies to encourage participation in programs such as substance abuse treatment, mental health treatment, educational and vocational training. Additionally, officers are responsible for a wealth of administrative work associated with serving the courts, such as pre-sentence investigations and processing new cases.

DWI, parole, non-North Carolina, non-judgment and deferred prosecution cases are not included in the intermediate and community populations, but are supervised by probation and parole officers according to orders of the court, Interstate Compact Agreement and/or the Parole and Post Release Commission.

Cost of Programs

The Section calculates an average cost of programs annually. The figures include the direct costs of supervision and indirect administrative costs. The average daily cost of supervising one offender ranges between approximately \$4 to \$8, with \$7.36 for Electronic House Arrest/GPS Monitoring of sex offenders and \$4.85 for Offender Supervision.

Table II.1: Cost of Programs for FY 2015-2016

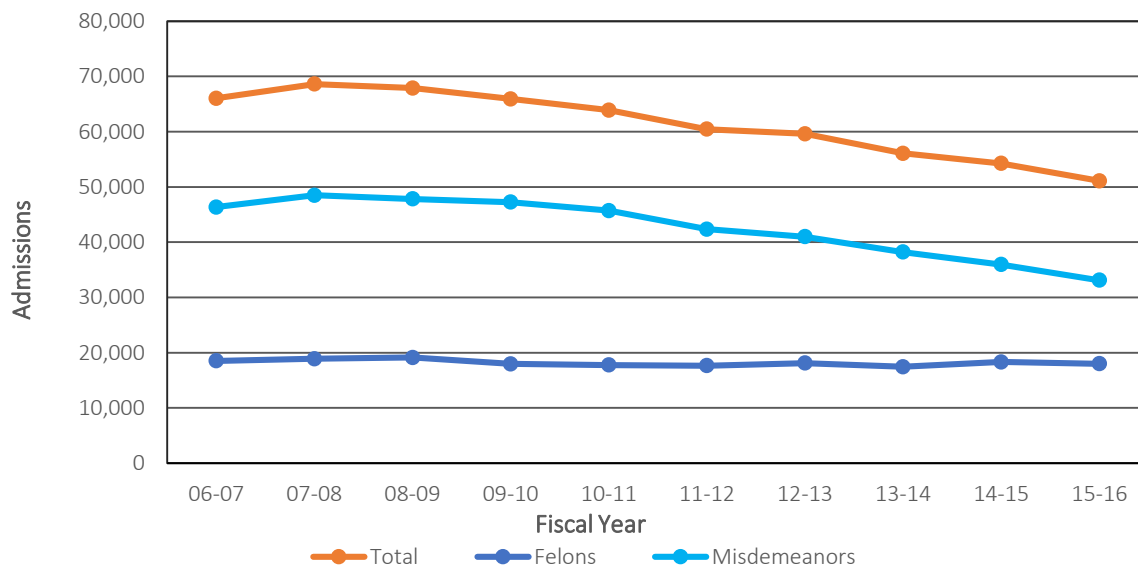
Section of Community Corrections Programs	Daily Cost Per Offender
Offender Supervision	\$4.85
Community Based Treatment	\$.80
Drug Screening (hand held on-site/per specimen)	\$1.69
Electronic House Arrest/ Sex Offenders (GPS)	\$7.36

II.A. Probation

Probation Entry Trend

During FY 2015-2016, there were 51,092 new offender entries to probation, a 6 % decrease from the past year's entries. For more than 10 years, the proportion of felons and misdemeanants in probation entries remained consistent at about 28% felons and 71% misdemeanants. In FY 2014-2015, there was a slight shift to 34% felons and 66% misdemeanants. This trend of a greater proportion of felons in probation entries continued during FY 2015-2016, with felons representing 35% of the probation entries.

Figure II.A.1: Probation Entries by Crime Class, FY 2007-2016



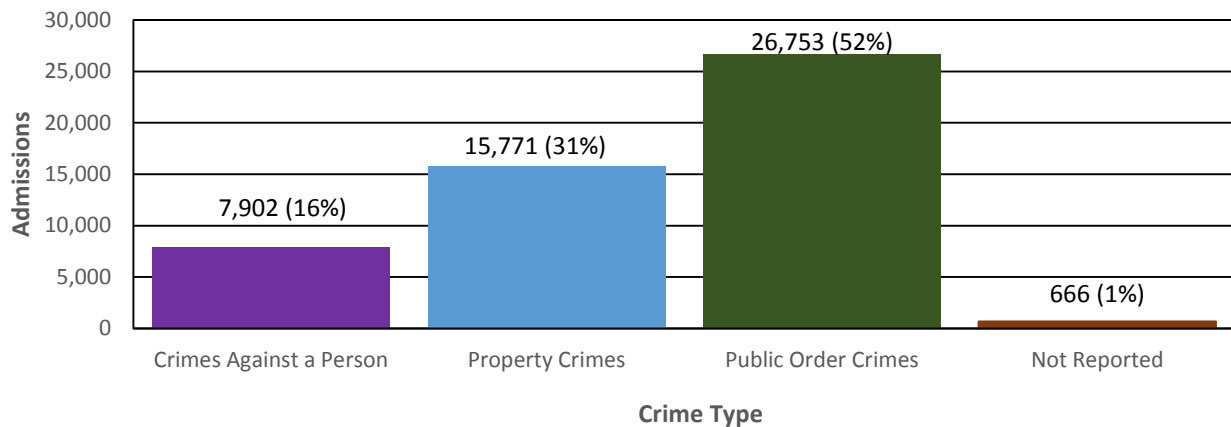
Fiscal Year	2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
Total	66,024	68,595	67,884	65,917	63,880	60,440	59,588	56,071	54,247	51,092

Crime Type of 2015-2016 Probation Entries

The crimes of offenders entering probation supervision are grouped into one of three categories: public order, property and crimes against a person. The most frequent crime type for probation entries was public order crimes, accounting for 52% of all entries to probation during FY 2015-2016. The predominant public order crimes contributing to probation entries this fiscal year were non-trafficking drug offenses (43%), driving while impaired (33%), other traffic violations (11%) and weapons offenses (4%).

Property crimes accounted for 31% of all entries to probation. The most frequent offense in this category was larceny (49%), followed by breaking and entering (17%) and fraud (17%). Other property offenses constituted 7% of crimes committed under this category, followed by forgery (4%). There were 7,902 entries to probation for crimes against a person, contributing 16% of all entries to probation for FY 2015-2016. The majority of these crimes were assaults (73%). This category also includes, robbery (8%) sexual offenses (8%) and other offenses against a person (8%).

Figure II.A.2: Probation Entries by Crime Type, FY 2015-2016



Probation Population by Sentencing Grids

The Structured Sentencing Act prescribes punishments in the community based on the seriousness of the crime and criminal history. The probation population on June 30, 2016 was 85,212. The majority (54%) of this population was misdemeanor offenders.

Table II.A.1: Misdemeanor Sentencing Table for Probation Population on June 30, 2016

Crime Class	Prior Record Level				Total (%)	
	I	II	III	Other		
A1	1,361	2,018	1,823	0	5,202	(11%)
1	6,469	7,534	5,770	1	19,774	(43%)
2	1,197	1,572	985	0	3,754	(8%)
3	1,053	531	1,106	0	2,690	(6%)
DWI	0	0	0	14,642	14,642	(32%)
Undefined	0	0	0	185	185	(<1%)
Total	10,080	11,655	9,684	14,828	46,247	
%	(22%)	(25%)	(21%)	(32%)		

Just under one-half (43%) of the misdemeanor probation population was convicted of Class 1 offenses. The most frequent crime categories in the Class 1 offenses were larceny (36%), non-trafficking drug offenses (25%), traffic violations (12%), breaking and entering (6%), and fraud (%). Class 2 contributes 8% to misdemeanor probationers; with the primary offenses in this class being assaults (26%), other public order offenses (20%), and traffic violations (12%). Class A1 offenses contribute 11% to the misdemeanor population, the majority of which were assaults (86%). The remaining class, Class 3, consists largely of non-trafficking drug offenses (45%), traffic violations (33%), and larceny convictions (11%).

The second largest group of misdemeanors under supervision was probationers with non-Structured Sentencing crimes, which comprised 32% of the population at the end of the fiscal year. These offenders were sentenced for Driving While Impaired under separate legislation, the Safe Roads Act of 1983. Other non-Structured Sentencing offenders included offenders supervised under Deferred Prosecution.

Table II.A.2: Felony Sentencing Table for Probation Population on June 30, 2016

Crime Class	Prior Record Level						Undefined or Non-Structured	Total (%)	
	I	II	III	IV	V	VI			
E	985	748	107	14	4	2	3	1863	5%
F	1755	1370	612	131	13	8	19	3908	10%
G	1161	1613	1005	545	8	4	5	4341	11%
H	6023	5270	2375	1451	307	37	38	15501	40%
I	4052	2858	1473	781	187	168	33	9552	24%
Other	0	0	0	0	0	0	3436	3436	9%
Undefined	185	92	36	6	2	6	37	364	1%
Total	14,161	11,951	5,608	2,928	521	225	3,571	38,965	
%	36%	31%	14%	8%	1%	1%	9%		

Note: The 'Undefined' category contains offenders that had missing crime information.

The felony sentencing table above describes felons in the probation population at the end of FY 2015-2016. The felony crime class with the largest number in the probation population is Class H, representing 40% of all felons on probation. The offenses in this crime class included larceny (24%), fraud (22%), breaking and entering (20%), and drug charges (19%). Class I offenses represented 24% of probationers with felony convictions, largely non-trafficking drug offenses (70%) and breaking and entering (9%). Classes E, F and G represented the smallest proportion of felons with a structured sentence on probation on June 30, 2016. Though the majority of these crimes were drug related offenses (17%); these classes also included more serious crimes such as drug trafficking (13%), weapons offenses (13%), assault (12%) and sexual offenses (12%).

Type of Probation Exits

Completions accounted for 16% of the 53,582 probation exits in FY 2015-2016. In order to exit probation supervision as a completion, the offender must serve the entire term sentenced by the court and meet all conditions of probation.

Revocations represented 19% of all exits from probation (probation revocation rate), a slight increase from FY 2014-2015. An offender is revoked due to non-compliance with the conditions of probation which includes committing a new crime or absconding.

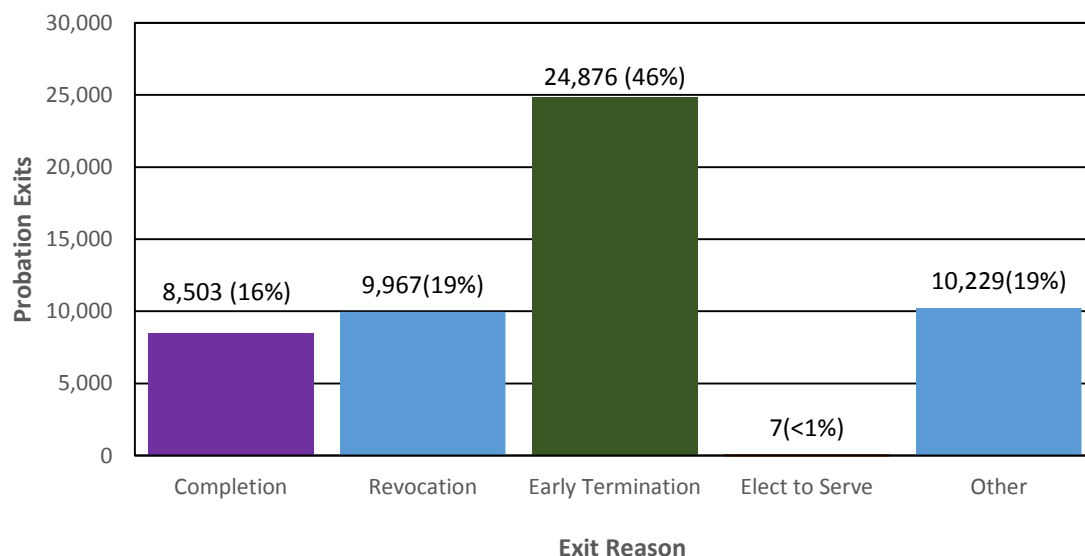
Offenders may also be revoked for technical violations of probation such as positive drug tests, non-reporting and failing to attend treatment but only after they have served two periods of confinement in response to violation.

The exits classified as ‘Elect to Serve’ (<1%) are often combined with the revocations for an overall revocation rate because the offender will elect to serve his or her suspended sentence rather than comply with additional sanctions imposed as a result of the violation process. Both exits result in incarceration in state prisons or county jails.

Early terminations, which accounted for 46% of exits, may be a successful or unsuccessful end of probation supervision. The court may satisfactorily terminate probation for several reasons. These may be cases in which all conditions of probation were met early and the supervision ended. Other possibilities for exits in the early termination category are considered unsuccessful. Examples include, probation cases in which the offender absconded and is not apprehended prior to the expiration of the case, also known as an “expired absconder” in which case, the probationer is moved to unsupervised probation with District Attorney’s approval, or probation ended due to incarceration on an unrelated conviction.

Finally, the “Other Exits” category includes exits due to the offender’s death, the closure of a case sentenced in another state, but supervised in North Carolina through an Interstate Compact Agreement or other termination not further described.

Figure II.A.3: Probation Exits, FY 2015-2016

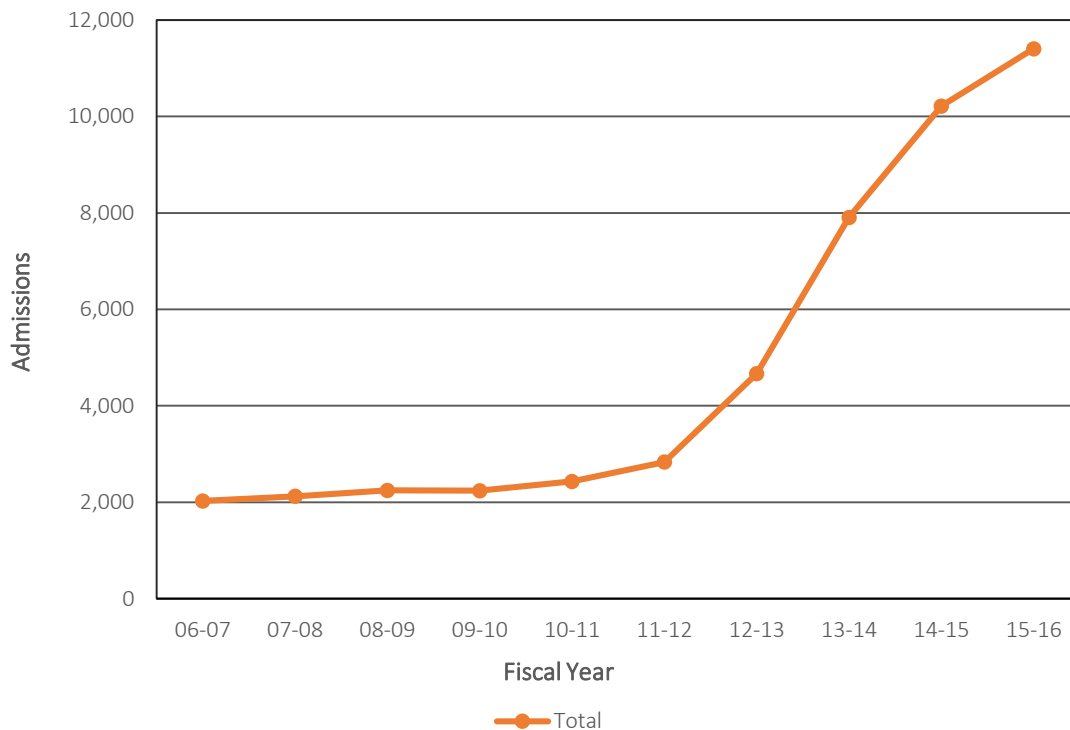


II.B. Post-Release Supervision

Post-Release Entry Trend

During FY 2015-2016, there were 11,404 entries to post-release supervision, a 11.6% increase over FY 2014-2015. There were approximately 2,000 annual entries to post-release supervision from FY 2005-2006 through FY 2010-2011. The sharp increases beginning in FY 2011-2012 are a result of the first full year of implementation under the Justice Reinvestment Act (JRA), in which all felons exiting prison receive a period of post-release supervision.

Figure II.B.1: Post-Release Entries by Fiscal Year, 2006-2016



Fiscal Year	2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
Total	2,027	2,124	2,246	2,240	2,430	2,832	4,667	7,907	10,218	11,404

Post-release supervision provides oversight during the period of re-entry in the community for offenders who have been sentenced and served prison terms. This form of supervision was incorporated into the Structured Sentencing Act initially only for serious offenders who serve long prison sentences and need control and assistance readjusting to life outside of the correctional institution. Under Structured Sentencing all offenders serving a prison sentence for a Class B1 through E felony conviction are supervised for nine months to five years, depending on the offense, after completion of their required prison term.

JRA requires post-release supervision for all felony offenses committed on or after December 1, 2011. Offenders serving a prison sentence for Class B1 through E felony convictions are supervised for twelve months; Class F-I are supervised for nine months; sex offenders convicted of registerable offenses are supervised up to five years depending on the date of the offense.

Also beginning in FY 2011-2012, a new level for Driving While Impaired (DWI) was legislated. Individuals convicted of Aggravated DWI are assigned a four-month period of post-release supervision upon completion of any prison term imposed.

Post-Release Population by Structured Sentencing Grids

The Sentencing Grid reflects the population on post-release supervision at the end of FY 2015-2016. The distribution of the offenders on post-release supervision will not adequately reflect the prison population convicted of these crimes for many years due to the long sentences they serve.

Table II.B.1: Sentencing Table for the Post-Release Population on June 30, 2016
Prior Record Level

Crime Class	I	II	III	IV	V	VI	Undefined or Non-Structured	Total (%)	
B1	73	22	7	3	0	0	0	105	1%
B2	126	81	29	15	5	0	0	256	2%
C	318	298	262	352	95	87	2	1,414	12%
D	274	264	179	95	31	20	0	863	7%
E	324	332	264	241	67	52	0	1,280	11%
F	286	360	249	219	57	61	0	1,232	10%
G	179	385	420	292	73	54	0	1,403	12%
H	527	1,231	940	799	323	351	0	4,171	35%
I	142	303	198	230	95	132	0	1,100	9%
Undefined	59	9	11	0	0	0	22	101	1%
Total	2,308	3,285	2,559	2,246	746	757	24	11,925	
%	19%	28%	22%	19%	6%	6%	0%		

There were 11,925 inmates on post-release at the end of this fiscal year. This figure reflects a 15% increase from FY 2014-2015 and a three-fold increase from the population at the end of FY 2011-2012. More offenders on post-release supervision on June 30, 2016 were convicted of Class H offenses (35%) than any other class.

Class C offenses were next most numerous, the majority of the offenders having served convictions as habitual felons (47%) or for sexual assault (37%). Among inmates supervised for Class D offenses, 54% had robbery convictions. The other predominant or notable crime categories in Class D were sexual assault (16%), burglary (14%) and manslaughter (7%). The majority of Class E convictions were assaults (30%). Other crime categories for Class E offenses on post-release supervision were habitual felon (15%), robbery (13%), and kidnapping and abduction (12%). The primary undefined offenses were driving while impaired (76%) along with robbery (5%) and larceny (5%).

All inmates released to post-release supervision for conviction of sexual offenses are supervised for five years. As a group, offenders on post-release on June 30, 2016 had most recently been incarcerated for drugs non-trafficking (15%), breaking and entering (13%), sexual offenses (13%),

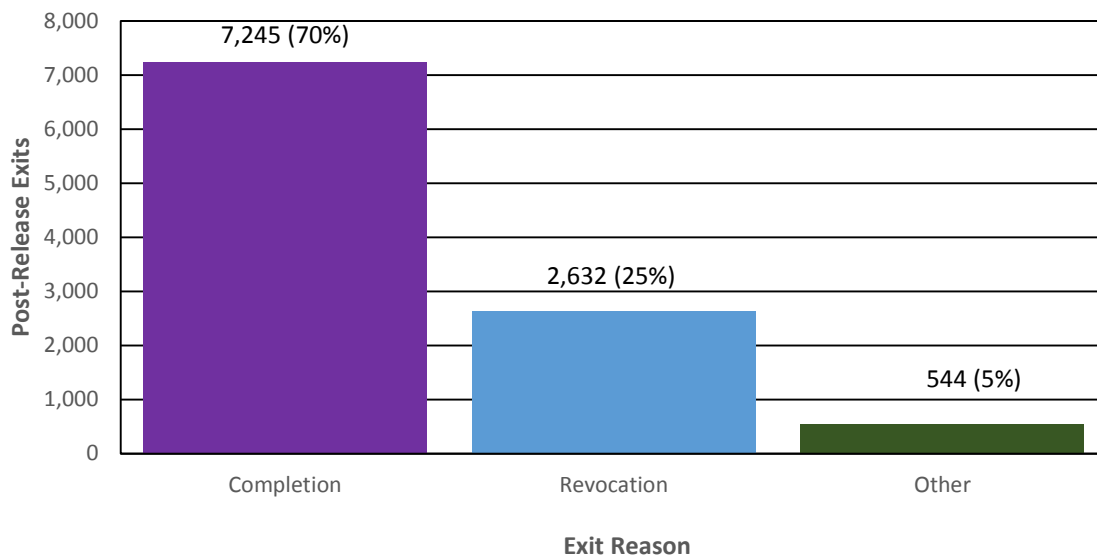
and robbery (9%). Habitual felons accounted for 8% of the year ending post-release supervision population.

Type of Post-Release Exits

The majority (70%) of exits from post-release supervision were completions. When the offender completes this period of supervision, the sentence for which the offender was placed on supervision is terminated. An offender on post-release supervision may be revoked for a technical violation such as positive drug tests, non-reporting, failing to attend treatment or for additional criminal convictions.

In FY 2015-2016 there were 2,632 revocations, 85 offenders died, supervision was otherwise terminated for 292 offenders, supervision was unsatisfactorily terminated for 167 offenders including post release offenders had a miscellaneous exit status, which included closed cases to other states etc.

Figure II.B.2: Post-Release Exits, FY 2015-2016

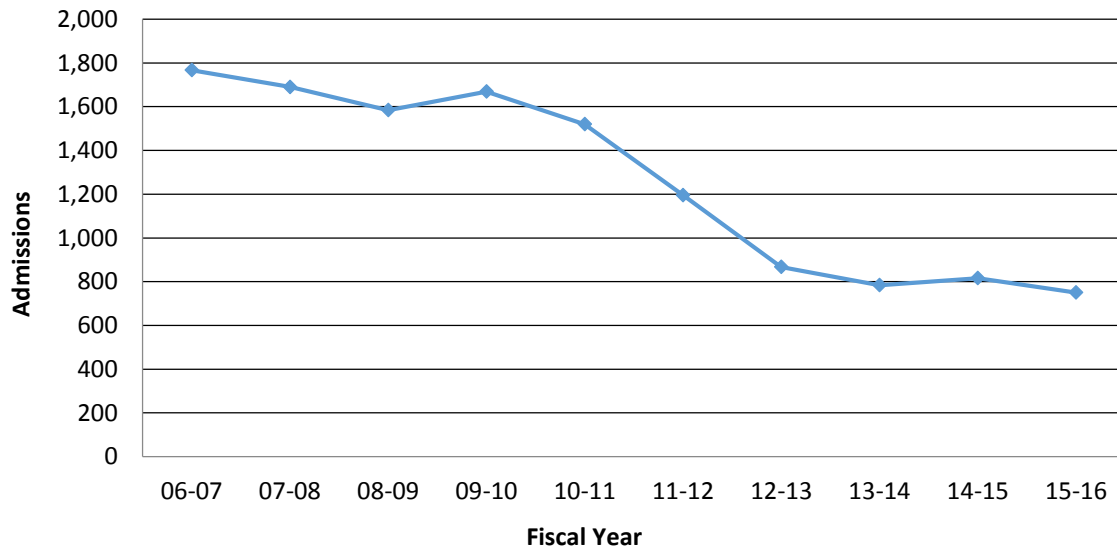


II.C. Parole

Parole Entry Trend

During FY 2015-2016, there were 750 entries to parole supervision. Overall, there has been a steady decline in parole entries over the past ten years with 2009-2010 and 2014-15 being the exceptions. Any entries to parole were individuals sentenced prior to the adoption of Structured Sentencing or convictions for DWI under the Safe Roads Act. The Structured Sentencing Act eliminated parole for offenders sentenced under those laws.

Figure II.C.1: Parole Entries, FY 2007-2016



Fiscal Year	2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
Total	1,767	1,690	1,584	1,669	1,520	1,196	867	784	816	750

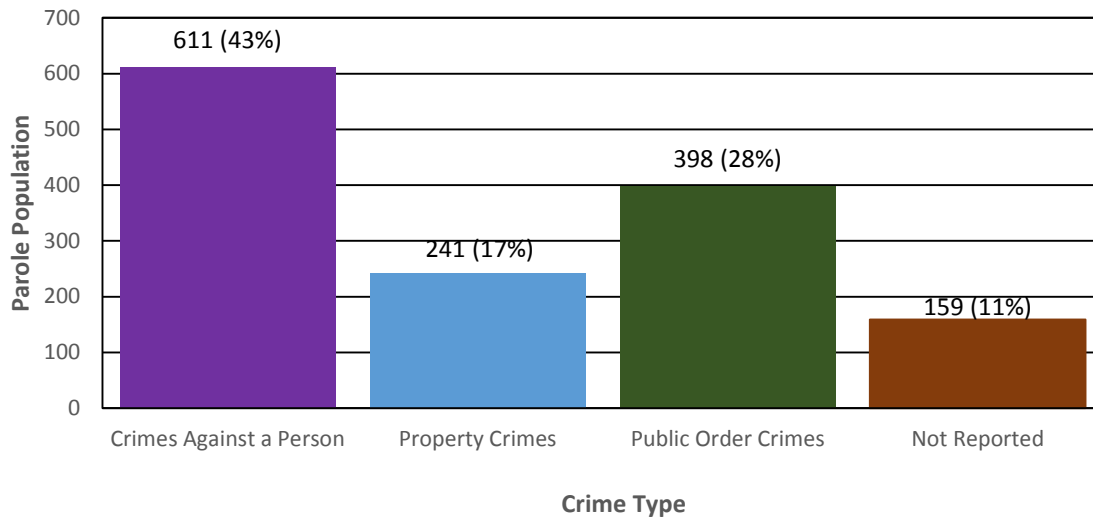
The inmates who are eligible for parole were sentenced for convictions under other sentencing laws. Non-Structured Sentencing inmates comprised less than 11% of the prison population on June 30, 2016. Approximately 7% of the entries to parole during FY 2015-2016 were sentenced under DWI laws; the largest proportion of parole entries (66%) was through Interstate Compact agreements.

Crime Type of Parole Population

There were 1,409 offenders on parole supervision on June 30, 2016. The majority of this population was convicted of crimes against a person (43%); the greater part of which were robbery (31%), Homicides (24%), which includes first degree murder (11%), second degree murder (12%) and manslaughter (1%) were next most frequent, followed by assault (15%), and sex offenses (10%).

Slightly more than one-quarter (28%) of the population were convicted of public order crimes, which included drug offenses (66%) and driving while impaired (14%). Individuals convicted of property crimes made up 17% of the population on parole. The most frequent property crimes were burglary (54%), larceny (23%) and fraud (10%).

Figure II.C.2: Crime Type of Parole Population on June 30, 2016

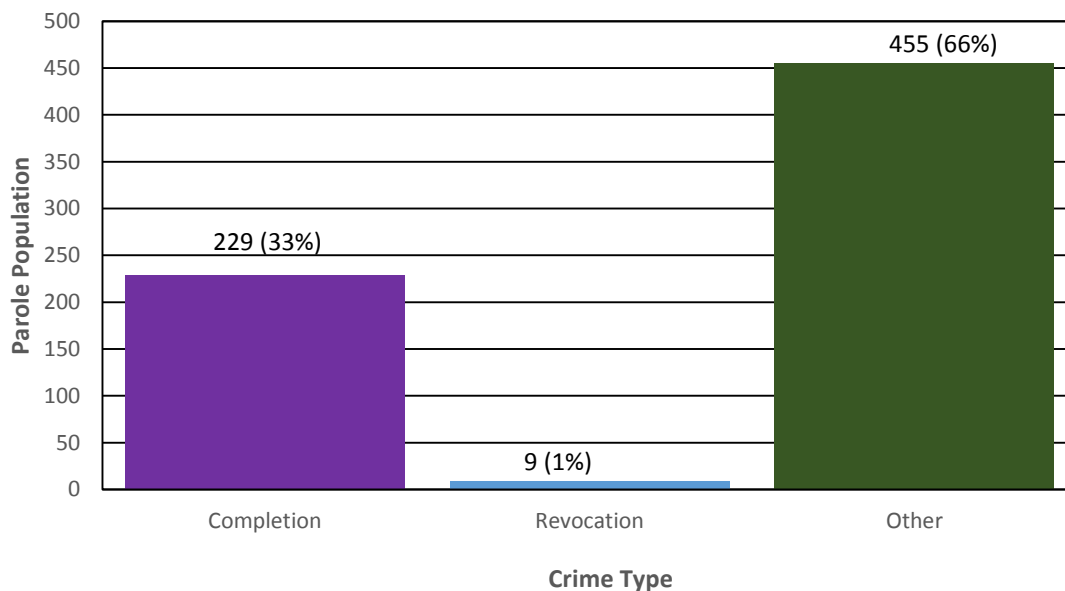


Type of Parole Exits

There were 693 exits from parole during FY 2015-2016. Fewer than half (33%) of these exits from parole supervision were completions. There were 9 (1%) exits from parole supervision due to revocation. An offender on parole supervision may be revoked for the same reasons as probation and post-release cases.

The 'Other Exits' category (66%) includes cases in which there was a closure of a case supervised in North Carolina but sentenced in another state (91% of 'Other Exits'), Other terminations (5%), unsupervised or unsuccessful terminations (2%), or the offender died (2%).

Figure II.C.3: Parole Exits, FY 2015-2016



II.D. Community Corrections Demographics

Table II.D.1: Demographics of Community Corrections Admissions, FY 2015-2016

Age Category	Female			Male			Total	
	White	Black	Other	White	Black	Other		
13-18	273	266	49	1,011	1,488	258	3,345	(5%)
19-21	630	506	95	1,797	2,296	457	5,781	(9%)
22-25	1,295	991	139	3,143	3,861	592	10,021	(16%)
26-30	1,890	1,019	146	3,944	3,747	648	11,394	(18%)
31-35	1,643	752	125	3,374	2,817	500	9,211	(15%)
36-40	1,235	502	94	2,502	2,259	419	7,011	(11%)
41-45	947	395	61	2,024	1,687	294	5,408	(9%)
46-50	673	323	41	1,627	1,441	176	4,281	(7%)
51-55	492	270	18	1,329	1,250	131	3,490	(6%)
56-60	229	136	11	714	749	66	1,905	(3%)
61-65	104	44	4	338	343	28	861	(1%)
66-70	40	17	2	162	123	13	357	(<1%)
71+	23	7	1	88	54	8	181	(<1%)
Total	9,474	5,228	786	22,053	22,115	3,590	63,246	(100%)
(%)	15%	8%	1%	35%	35%	6%		

Table II.D.2: Demographics of Community Corrections Population, FY 2015-2016

Age Category	Female			Male			Total	
	White	Black	Other	White	Black	Other		
13-18	201	199	44	720	1,201	211	2,576	(3%)
19-21	658	639	103	2,295	3,089	550	7,334	(7%)
22-25	1,728	1,528	176	4,582	6,106	891	15,011	(15%)
26-30	2,799	1,731	217	6,230	6,495	994	18,466	(19%)
31-35	2,669	1,340	190	5,339	4,824	804	15,166	(15%)
36-40	2,090	1,024	140	4,129	3,814	605	11,802	(12%)
41-45	1,582	744	112	3,368	2,860	480	9,146	(9%)
46-50	1,254	595	58	2,709	2,378	293	7,287	(7%)
51-55	855	447	27	2,240	2,008	180	5,757	(6%)
56-60	451	242	18	1,267	1,289	114	3,381	(4%)
61-65	157	92	7	646	610	56	1,568	(2%)
66-70	78	32	3	313	238	26	690	(<1%)
71+	39	10	1	200	98	14	362	(<1%)
Total	14,561	8,623	1,096	34,038	35,010	5,218	98,546	(100%)
(%)	15%	9%	1%	35%	35%	5%		

II.E. Sanctions for Supervised Offenders

Sanctions provide graduated punishment or control in the community by increasing or decreasing supervision based on the offender's behavior. Confinement in prison or jail always remains an option for noncompliance with the court or conditions set by the Post Release Supervision and Parole Commission. Available sanctions in North Carolina are listed in the table below.

Table II.E.1: Sanction Utilization, FY 2015-2016

Sanction	Fiscal Year 2015-2016	as of June 30, 2016
Electronic House Arrest/Electronic Monitoring	6,148	1,141
Continuous or Non-Continuous Split Sentence/ Special Probation	17,133	2,394
Residential Community Correction Facility	1,506	231
Drug Treatment Court	592	226

Electronic House Arrest (EHA): Community Corrections continued its operation of the EHA Sanction during the fiscal year, combining officer contact with radio/computer technology to monitor the offender. The computer, radio, and communication technologies provide assistance with control elements of supervision while Intermediate officers focus on supervision and treatment components. In this most restrictive community sanction, offenders are allowed to leave their residence only for treatment, employment, or educational purposes.

Continuous or Non-Continuous Split Sentence/Special Probation: A split sentence, also called special probation, is imposed by the court and includes a period of incarceration which the offender must serve. The offender may have a split sentence which allows him to serve only on weekends. In a continuous sentence, the offender serves time with no break (e.g., serves 6 months continuously instead of having the sentence broken into weeks and weekends).

Residential Treatment: Residential treatment facilities, operated outside the scope of the Section, exist to address specific treatment or behavior needs. Offenders ordered to participate in this sanction must spend a specific period of time living within the facility, usually from a 30-day period to as much as a two-year period. Most residential programs are operated by the non-profit sector, although the division does operate two residential treatment programs, DART Cherry therapeutic community and Black Mountain Substance Abuse Treatment Center for Women.

Drug Treatment Court: Drug Treatment Court uses a team approach that includes representatives from several local District stakeholders. After determining the needs of the Drug Treatment Court participant, a common case plan is developed with each member of the team having a specific role. The participant is placed under the supervision of a Drug Treatment Court Probation Officer. The probation officer provides community corrections case management.

II.F. Supervised Offender Programs & Special Initiatives

The Section of Community Corrections (SCC) offers a number of programs for offenders during their period of supervision. These programs assist in supervision and provide a specialized intervention design to address offender behavior and promote rehabilitation.

Community Service Work Program: The Community Service Work Program provides oversight of offenders ordered to perform community service hours for criminal offenses, including DWI offenses. Offenders are assigned to perform service to local communities in an effort to promote rehabilitation and restore or improve the community. Over 2,190 individual agencies utilize community service offenders. The coordinators' role has expanded to include court processing throughout the state. The 230 Judicial Services Coordinators enrolled 43,549 offenders in the Community Service Work Program. Offenders completed 1,223,081 hours. The types of work performed were general labor, clerical labor, skilled labor, professional labor, and litter pick-up. The total dollar value of the hours performed based on the type of labor was \$8,922,046. Community service fees were collected in the amount of \$6,304,835.

Electronic Monitoring/GPS: Session Law 2006-247 (H1896) required the division to establish a sex offender monitoring program using a continuous satellite based monitoring system to monitor sex offenders in the community starting January 1, 2007. Offenders subject to monitoring include those under probation, parole, or post-release supervision, as well as certain offenders who have completed their periods of supervision or incarceration and no longer have supervision requirements, but who are subject to lifetime tracking pursuant to statute. G.S. 14-208.40(a) establishes two categories of offenders who are subject to GPS monitoring: (1) any offender classified as a sexually violent predator, is a recidivist, or was convicted of an aggravated offense (Mandatory GPS); and (2) any offender who has committed an offense involving the physical, mental, or sexual abuse of a minor and requires the highest possible level of supervision and monitoring based on the results of a risk assessment known as the STATIC-99 (Conditional GPS). Both categories require that the offender be convicted of a reportable conviction and is required to register as a sex offender. Offenders in the mandatory category also fall into the lifetime tracking category, and will remain under GPS once any supervision or incarceration period ends.

Domestic Violence Offender Supervision: The Section of Community Corrections recognizes that domestic violence offenders are a special population that requires unique case management expectations and a higher level of control and treatment during supervision. In addition to the general supervision contacts, there are other requirements that must be completed by the officer for domestic violence offenders to ensure public and victim safety. These include:

Inform the offender that it is a violation of federal law to possess a firearm or ammunition.
Check for an existing 50-B order at the beginning of supervision and every 90 days thereafter.
Conduct a warrantless search of the offender's premises at the beginning of supervision and every 90 days thereafter ensuring that neither weapons nor ammunition are in the residence.
Attend one meeting with the offender's treatment provider each month to discuss the offender's progress.

At the close of FY 2015-2016, approximately 1,375 offenders were being supervised through the Domestic Violence Program. Domestic Violence case management combines effective use of supervision tools designed to assist the victim and control the offender along with treatment resources to break the cycle of violence. Community Corrections mandates three-hour Domestic Violence training for all field staff. All current staff were trained and all new field employees are required to complete the training within the first 45 days of hire. The training is contained on a

compact disc (CD) so that staff can view the training at their work stations rather than traveling to a traditional training site. Each District has a copy of the training and is able to provide community partners with the training. The training is comprehensive and covers the topics which are relevant to community supervision of Domestic Violence offenders.

Community Corrections continues to maintain partnerships with Batterer's Intervention Programs, Victim Service Agencies, and Treatment Accountability for Safe Communities by maintaining Memorandums of Understanding (MOU) which outline local processes, protocol and roles of each party. The SCC will continue to develop partnerships at the state level with local and state agencies, coalitions, and victim service providers to bring a voice from across the spectrum to work together to provide best practices in shaping the Domestic Violence Program.

A Domestic Violence and Sex Offender Committee has been formed to review policy and legislation. The committee has been tasked with making recommendations for changes in policies or legislation. The agency will continue to look at additional resources that will follow evidence-based practices in effectively supervising this highly volatile population while providing the officer with the necessary tools to maintain offender accountability and to protect the victim.

Transition Services: The SCC works in collaboration with other sections in the division to provide support to offenders as they transition from prison to community supervision and after the period of supervision ends. The SCC is instrumental in planning, developing and implementing strategies that have a positive impact on individuals who are seeking to be reunited with their family and community.

Program staff assist offenders that are transitioning back to the community each year. Each year many offenders are being released without any place to go. The Staff work in collaboration with prison case managers and the probation field staff to locate stable residences for returning offenders, and establish relationships within offenders' communities so that once an offender is released they have access to services.

Limited English Proficiency (LEP) Offender Program: Because North Carolina has such a diverse population, the SCC population consists of offenders from many different cultures and ethnic groups. Because Hispanics make up the largest portion of the Limited English Proficiency population, the SCC has had many of the forms, as well as, the Risk Needs Assessment Offender Self Report translated into Spanish. Although, there are still barriers for those offenders who do not read Spanish, the SCC has been able to utilize a telephone translation service to assist the staff with offenders who speak languages other than English. The telephone translation service was utilized 423 times during FY 2015-2016.

Victim Notification Program: The SCC established an Automated Victim Notification Program to meet the section's responsibilities in the Crime Victims' Rights Act, General Statute 15A-837. Legislation mandated the SCC to notify victims of specific crimes committed on or after July 1, 1999. The section has carried the notification process a step further in that we give every victim the opportunity to be notified and we will register victims only upon their request.

The notification process was established as a centralized victim notification program to ensure the accuracy of the automated notification letters that are generated by updates made to offender records in the OPUS (Offender Population Unified System) computer system. There are 26 different letters that cover the above mandated notifications. Each day the system generates approximately 114 notices explaining conditions of the offender's supervision or movements into or out of an intermediate sanction, violations, hearings, absconding, capture, restitution

modifications, terminations, discharges, or death. The program is staffed by 4 personnel in the Administrative Programs section, one statewide advocate notification coordinator and three information processing assistants.

Table II.F.1 shows the “snap-shot” numbers of victims that have registered for services and the offenders tied to those victims as of the end of the fiscal year. Also shown are the numbers of notification letters sent during the fiscal year.

Table II.F.1: Victim Notification Program Activity, FY 2015-2016

Division	Offenders	Victims	Notification Letters
First	383	506	3,756
Second	1,396	1,948	15,395
Third	894	1,338	7,796
Fourth	299	467	3,209
Administrative	161	283	1,183
Total	3,133	4,542	31,339

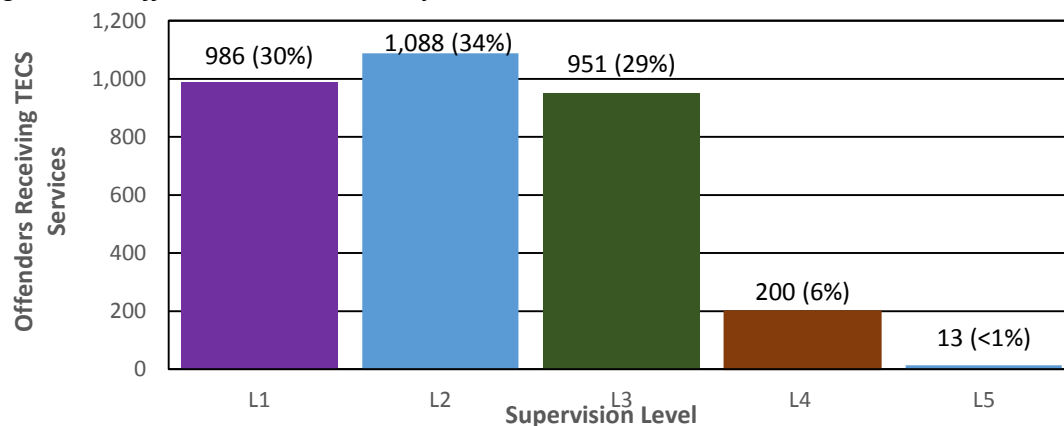
Treatment for Effective Community Supervision (TECS)

The Justice Reinvestment Act created the TECS which is designed to support the use of evidence-based practices to reduce recidivism and to promote coordination between State and community-based corrections programs. National research studies indicate that Cognitive Behavioral Intervention (CBI) programming has significant impact on recidivism. Therefore, the Department decided to designate a large portion of the TECS funding towards CBI.

The priority populations for TECS programs are offenders convicted of a felony or offenders sentenced under G.S. 90-96 conditional discharge for a felony offense; and offenders identified using a validated risk assessment instrument to have a high likelihood of reoffending.

Core services offered to offenders through TECS include cognitive behavioral interventions with booster sessions and a community based continuum of substance services to include outpatient, intensive outpatient, and aftercare/recovery management services. Support services such as education, employment, and social supports based on offender needs must also be addressed by vendors through community linkages and collaboration.

Figure II.F.1: Offenders Served in TECS by Risk Level



*L1 includes offenders not yet assessed by supervised as high-risk offenders.

II.G. Supervised Population Projections

The Rehabilitative Programs & Services section projects the total number of offenders who will be under probation, post-release and parole supervision at the end of the fiscal year. The statistical model projects the supervision population based on aggregate data trends. The primary factors that influence the population projections are the anticipated number of entries to supervision and the estimated average length of stay for various supervision levels.

The population projection integrates Structured Sentencing probation entry projections for the next five years provided by the North Carolina Sentencing and Policy Advisory Commission. Length of stay and entries to probation for Driving While Impaired, post-release supervision and parole are derived by Division staff based on historical trends.

The Section uses a statistical model to project the population supervised in the community based on anticipated population and supervision standards. The five-year population projections use growth assumptions adopted by the North Carolina Sentencing and Policy Advisory Commission's Technical Forecasting Advisory Group and data prepared by the Section.

The analysis shows that probation/parole officer resources remain below the level required to meet the supervision caseload goals. The table below shows the projections for the end of year population assigned to probation/parole officers, and the current position resources versus projected staffing needs.

Table II.G.1: Probation/Parole Officer Caseload Projections, FY 2016-2017 – FY 2020-2021

Fiscal Year	Projected End of Year Supervision Population On June 30	Required Officer Resources	Current Officer Resources	Additional Resources Needed
FY 16-17	99,472	1,908	1,876	5
FY 17-18	99,472	1,908	1,876	5
FY 18-19	101,513	1,941	1,876	36
FY 19-20	102,526	1,953	1,876	52
FY 20-21	103,558	1,972	1,876	74

III. Alcoholism & Chemical Dependency Programs

Alcoholism and Chemical Dependency Programs (ACDP) is a unit of the Section of the Prisons. Its mission is to plan, administer and coordinate chemical dependency screening, assessment, and treatment services for offenders. The unit provides regular training and clinical supervision for program staff, encourages input from all staff related program development, and is committed to activities directed at leadership development for program and district management teams.

ACDP promotes programming that reflects “best practices” for intervention and treatment, as established by the National Institute of Health and the U.S. Department of Health and Human Services. Unit leadership embraces programs that are based on cognitive-behavioral interventions, which challenge criminal thinking, confront the abuse and addiction processes, and are proven to reduce recidivism. In addition, the unit provides information and education on traditional recovery resources available to inmates both while in prison and upon return to the community. All male prison programs utilize “A New Direction” curriculum, which is an evidence-based program emphasizing identification of destructive thinking patterns and replacement with constructive recovery-driven thoughts and actions.

One hallmark of prison-based ACDP programs is the use of treatment assistants who are current inmates in recovery from alcoholism and/or drug addiction. The concept of treatment assistants helping the treatment team is an integral part of corrections treatment design. Treatment assistants have completed residential treatment during their current sentences, and have participated in the ACDP continuum of care. Six months after the completion of treatment, inmates may choose to begin the treatment assistant application process. Selected male candidates attend an intensive 10-week training program.

Unique in some of ACDP’s treatment environments is the concept of a “Therapeutic Community” (TC) as the core component of treatment design. The therapeutic community model views drug abuse as a disorder of the whole person. Treatment activities promote an understanding of criminal thinking in relation to substance abuse behavior and engage the offender in activities that encourage experiential and social learning. The community of inmates is the main driving force in bringing about change, as inmates who are further along in treatment are used to help others initiate the process of change.

Unit programs encompass three major service levels for offenders. There are two community-based residential treatment programs for probationers/parolees; one for males and one for females. The other two categories established for male and female inmates consist of intermediate treatment services and long-term treatment services within 17 prison facilities. These latter services are provided within DACJJ prison facilities.

For probationers and parolees, eligibility for admission to a community-based residential treatment program is determined by court order or by the Post-Release Supervision and Parole Commission. Eligible offenses include driving while impaired or other drug charges/convictions.

Eligibility for prison-based treatment programs is established during diagnostic processing, and utilizes the Substance Abuse Subtle Screening Inventory (SASSI) as a severity indicator of substance abuse problems. Based on the screening results, prison staff makes the initial referral to treatment. Upon admission to a treatment program, ACDP staff completes a thorough “common assessment” on all participants, which further defines the history and extent of the substance abuse

problem. Together, these measures establish final recommended treatment placement for participants in an ACDP program.

III.A. Community Residential Substance Abuse Treatment

ACDP provides residential treatment facilities for both men and women. The facilities are responsible for the delivery of chemical dependency treatment services to probationers sent by the courts and parolees released from the State Prison System and transitioning back into the community.

Enrollment in DART-Cherry

DART Cherry is a community residential facility in Goldsboro that treats male probationers and parolees. The 90-day program has two Therapeutic Community (TC) programs in separate buildings, each with 100 treatment slots. The therapeutic community model views drug abuse as a disorder of the whole person. Treatment activities promote an understanding of criminal thinking in relation to substance abuse behavior and engage the offender in activities that encourage experiential and social learning. The overall enrollment in DART Cherry programs increased slightly from 1,319 to 1,354 in FY 2015-2016. Probationers made up the largest portion (96%) of the offenders assigned to the 90-day program in FY 2015-2016.

Table III.A.1: Enrollment for DART Cherry, FY 2015-2016

Type of Supervision	Offenders Enrolled	Percent of Annual Enrolled
90-day Parole	50	4%
90-day Probation	1,304	96%
Total	1,354	100%

Exits from DART-Cherry

The majority (72%) of participants at DART-Cherry exit the program as successful completions. The “Other” category includes exits due to administrative reasons, detainees, and illness.

Table III.A.3: DART-Cherry Exits, FY 2015-2016

Exit Reason	90-Day Program	
Completed	793	72%
Absconded/Withdrawn	139	13%
Transferred/Released	7	1%
Removed/Discipline	128	11%
Inappropriate for Treatment	24	2%
Other	14	1%
Total	1,105	100%

Enrollment in Black Mountain

The Black Mountain Substance Abuse Treatment Center for Women is a 60-bed residential treatment facility that provides chemical dependency treatment services to probationers sent by the courts and to parolees released from prison and transitioning home to the community. The program embraces evidence-based practice design and provides a multi-disciplinary approach, focusing on group and individual therapy in addition to substance abuse education.

Female inmates identified as candidates to participate in the Black Mountain program receive additional screening prior to assignment to ensure that the inmate is appropriate for treatment and that medical and mental health issues are stabilized prior to paroling them to the facility. The overall enrollment in Black Mountain programs decreased from 296 to 293 in FY 2015-2016. Probationers made up the largest portion (98%) of the offenders assigned to the 90-day program.

Table III.A.4: Enrollment for Black Mountain, FY 2015-2016

Type of Supervision	Offenders Enrolled	Percent of Annual Enrolled
90-day Parole	7	2%
90-day Probation	286	98%
Total	293	100%

Exits from Black Mountain

The majority (83%) of offenders at Black Mountain exited the program as successful completions. The “Other” category includes exits due to administrative reasons, detainees, and illness.

Table III.A.5: Black Mountain Exits, FY 2015-2016

Exit Reason	90 Day Program	
Completed	193	82%
Absconded/Withdrawn	8	3%
Transferred/Released	1	1%
Removed/Discipline	16	7%
Inappropriate for Treatment	14	6%
Other	1	1%
Total	233	100%

Table III.A.6: Demographics of ACDP Community Residential Enrollees, FY 2015-2016

Age Category	White	Female Black	Other	White	Male Black	Other	Total	
13-18	1	0	0	9	4	0	14	(1%)
19-21	20	0	2	81	38	5	146	(9%)
22-25	50	0	3	175	57	12	297	(18%)
26-30	65	3	1	211	69	14	363	(22%)
31-35	46	8	3	149	60	12	278	(17%)
36-40	38	5	1	72	39	2	157	(9%)
41-45	14	5	0	67	42	2	130	(8%)
46-50	11	8	0	40	45	5	109	(7%)
51-55	5	1	0	28	44	0	78	(5%)
56-60	2	1	0	8	36	1	48	(3%)
61-65	0	0	0	9	13	1	23	(1%)
66-70	0	0	0	3	0	0	3	(<1%)
71+	0	0	0	0	0	0	0	(0%)
Unknown	0	0	0	0	1	0	0	(0%)
Total	252	31	10	852	448	54	1,646	
(%)	(15%)	(2%)	(<1%)	(52%)	(27%)	(3%)		

III.B. Intermediate ACDP Programs

Intermediate ACDP programs range from 35 to 90 days and were available in 12 prison facilities across the state during FY 2015-2016. Program lengths vary in order to accommodate a range of sentence lengths and those inmates who are referred late in their incarceration. Intermediate programs are back-end loaded, that is, offenders successfully complete the program and then leave prison immediately or soon thereafter. Programs begin with a mandatory 15-day orientation. During that time, ACDP staff conduct assessments to confirm the inmate's need for treatment.

After the orientation, and depending upon the results of the assessment and the inmate's level of motivation, the inmate may opt to leave the program. Otherwise, the inmate will continue to the treatment phase of the program. Treatment involves lectures, role play and thinking reports, and group counseling which is designed to break through denial about the substance abuse problem and introduce the inmate to recovery-based thinking and action.

Enrollment in Intermediate Programs

The majority of intermediate programs are open-ended such that weekly enrollments and exits are coordinated with Prisons transfer schedules. This coordination results in fluctuations in the number of inmates actually enrolled in the treatment program. The total annual enrollment for intermediate ACDP programs increased 3.8% (4,269 offenders) during FY 2015-2016 compared to the number of inmates (4,111) enrolled in FY 2014-2015. Much of this fluctuation in the last couple of years could be attributed to population management to address prison closures and subsequent program start-up at units receiving treatment slots from closed facilities.

Table III.B.1: Enrollment in Intermediate ACDP Programs, FY 2015-2016

Facility	Treatment Slots	Annual Enrollment	Average Daily Enrollment	Capacity Utilization Rate (%)
Alexander Correctional Institution	80	546	69	86%
Catawba Correctional Center	32	195	28	88%
Craggy Correctional Center	68	398	64	94%
Harnett Correctional Institution	33	182	28	85%
Johnston Correctional Institution	68	417	61	90%
Lumberton Correctional Institution	64	345	54	84%
NC Correctional Institution for Women	68	408	66	97%
Pender Correctional Institution	106	639	103	97%
Piedmont Correctional Institution - Medium	64	414	63	98%
Piedmont Correctional Institution - Minimum	33	235	30	91%
Rutherford Correctional Center	34	216	30	88%
Southern Corrections Institution	32	5	5	16%
Swannanoa Correctional Center for Women	60	269	57	95%
Totals	742	4,269	658	85%

Overall capacity utilization rate was affected by start-up programs. Piedmont Correctional Institution offered two levels of programming, medium and minimum. The program at Swannanoa Correctional Center for Women decreased treatment beds from 90 to 60 due to staffing shortages within the prison facility. Alexander reflected the lowest utilization rate and markedly different from all other facilities. The capacity utilization rate changed at several facilities indicating that changes in the last few years may require time to come to capacity with inmates appropriate for treatment.

Exits from Intermediate Programs

Of the exits from Intermediate programs, the majority (71%) were completions. Completion is defined as satisfactory participation in the program for the required number of treatment days. The next most common reason for exiting the program was removal (13%) of inmates from the program. The removed category consists of offenders who were removed from the treatment program by staff for administrative reasons or due to the offender's behavior. The withdrawal category is made up of offenders who voluntarily withdraw from the treatment program against staff advice; twelve percent (12%) of participants withdrew from treatment. Inmates who elect to exit the program are referred back to their Prison Case Manager for an alternative assignment.

Though every effort is made to facilitate treatment completion, inmates may be transferred to another prison facility or are released from prison during the course of treatment. Three percent (3%) exited as a result of transfer or release. When inmates are assigned to a treatment program, staff conduct thorough assessments of the offender's treatment needs. Only 3% of the inmates who exited from the intermediate programs were considered inappropriate for treatment.

Table III.B.2: Exits from Intermediate ACDP Programs, FY 2015-2016

Exit Reason	Number of Exits	Percent of All Exits
Completion	2,157	68%
Inappropriate for Treatment	108	3%
Other	86	3%
Removed/Discipline	393	12%
Transferred/Released	82	3%
Withdrawal	365	11%
Total	3,191	100%

Table III.B.3: Demographics of ACDP Intermediate Treatment Participants, FY 2015-2016

Age Category	White	Male Black	Other	White	Female Black	Other	Total	
13-18	0	1	0	1	1	0	3	(0%)
19-21	14	9	4	16	8	3	54	(1%)
22-25	261	296	16	53	13	4	643	(15%)
26-30	410	286	24	131	22	5	878	(21%)
31-35	394	266	39	117	22	5	843	(20%)
36-40	285	204	26	72	15	4	606	(14%)
41-45	202	153	14	65	17	3	454	(11%)
46-50	140	136	12	37	14	2	341	(8%)
51-55	97	120	8	23	6	3	257	(6%)
56-60	42	59	4	10	6	0	121	(3%)
61-65	23	22	0	2	1	0	48	(1%)
66-70	10	5	0	1	0	0	16	(0%)
71+	3	2	0	0	0	0	5	(0%)
Total	1,881	1,559	147	528	125	29	4,269	
(%)	(44%)	(37%)	(3%)	(12%)	(3%)	(1%)		

*Does not sum to the total of enrollments and exits since some inmates both enrolled and exited during the same time period.

III.C. Long-Term Treatment Programs

Long-term treatment programs within ACDP range from 120 to 365 days. These programs are reserved for offenders who are in need of intensive treatment as indicated by SASSI scores of 4 or 5, whose abuse history is both lengthy and severe, and those with multiple treatment episodes. Long-term treatment programs address substance abuse and criminal thinking issues throughout the treatment process. All long-term programs are back-end loaded, that is, offenders successfully complete the program and then leave prison immediately or soon thereafter. Programs utilize a modified Therapeutic Community (TC) model in the correctional environment.

Enrollment in Long-Term Programs

The overall enrollment in long-term programs decreased slightly from 1,015 to 1,013 while the overall capacity utilization rate for long-term programs was at 80% during FY 2015-2016. This is partially due to two facilities closing resulting in a realignment of program capacity at other facilities, with the likelihood of creating a brief delay in assigning inmates to programs.

Table III.C.1: Enrollment in Long-Term Treatment Programs, FY 2015-2016

Population	Facility	Treatment Slots	Annual Enrollment	Average Daily Enrollment	Capacity Utilization Rate (%)
Female	NC Correctional Institution for Women	34	113	31	91%
	Southern Correctional Institution	32	68	25	78%
Adult Male	Dan River Work Farm	68	324	58	85%
	Eastern Correctional Institution	64	179	41	64%
	Morrison Correctional Institution	88	281	82	93%
Youth Male	Polk Correctional Institution	32	48	21	66%
Totals		318	1,013	258	80%

Exits from Long-Term Programs

In total, 693 inmates exited a prison long-term substance abuse treatment program during FY 2015-2016. Less than one-half (41%) successfully completed the program requirements. Approximately one third (28%) exited for behavioral or clinical problems identified by program or custody staff. The prison long-term treatment programs have the highest proportion of exits due to removal by staff for a number of reasons. By definition, these are the longest treatment programs so there is more opportunity for a disciplinary infraction to occur. Additionally, the population served by these prison programs is also a significant factor in these inmates are often individuals with a high-risk for re-arrest.

Table III.C.3: Exits from Long-Term Treatment Programs, FY 2015-2016

Exit Reason	Number of Exits	Percent of Exits
Completion	283	41%
Inappropriate for treatment	26	4%
Other	22	3%
Removed/Discipline	193	28%
Transferred/Released/Out to Court	18	2%
Withdrawal	151	22%
Total	693	100%

Participant withdrawal (22%) was the next most frequent exit reason. The withdrawal category is made up of offenders who voluntarily exit the treatment program against staff advice. Another 4% of long-term treatment program exits were inmates inappropriately assigned to treatment or deemed medically incapable. This type of exit occurs after program staff conduct assessments of the inmates during the orientation phase of the treatment program. An additional 4% transferred to another facility, were released from prison due to coming to the end of their sentence or went out to court for more than three consecutive days.

Table III.C.2: Demographics of Long-Term Treatment Participants, FY 2015-2016

Age Category	White	Male Black	Other	White	Female Black	Other	Total	
13-18	2	3	0	0	1	0	6	(1%)
19-21	20	29	2	6	4	2	63	(6%)
22-25	63	79	6	27	10	1	186	(18%)
26-30	77	49	5	64	8	4	207	(20%)
31-35	70	31	5	74	13	1	194	(19%)
36-40	41	27	2	43	13	2	128	(13%)
41-45	26	27	0	30	8	0	91	(9%)
46-50	21	19	2	15	10	2	69	(7%)
51-55	12	13	1	11	8	0	45	(4%)
56-60	6	9	0	2	0	1	18	(2%)
61-65	1	5	0	0	0	0	6	(1%)
66-70	0	1	0	0	0	0	1	(0%)
Total	339	292	23	272	75	13	1,014	
(%)	(34%)	(29%)	(2%)	(27%)	(7%)	(1%)		

**Does not sum to the total of enrollments and exits.*

IV. Correction Enterprises

North Carolina Correction Enterprises (NCCE) is the prison industry section of the division. NCCE's goal is to provide meaningful work experiences and rehabilitative opportunities for inmates during incarceration, and provide quality goods and services to tax-supported entities at a savings to the taxpayers. Correction Enterprises works with other state agencies, such as the Department of Labor, the Employment Security Commission and Community Colleges, to assist inmates in developing work skills and achieve competencies necessary for obtaining and holding jobs upon release. The objective is for the former offender to obtain and maintain gainful employment upon release, thus significantly reducing his/her recidivism risk.

In 2012, NCCE implemented a strategic plan to define the agency's mission, vision, core values and achievements for the next five years. The plan lays out specific goals that Correction Enterprises has embarked upon and will strive to accomplish by the end of Fiscal Year 2017. The goals and objectives include:

- Improve Customer Experience
- Increase Opportunities for Inmate Success
- Increase Market Share
- Maintain Financial Stability
- Improve Organizational Efficiencies
- Increase Environmental Responsibility
- Implement New Product Development

For the FY 2015-2016, the total sales for NCCE were \$95,703,242. After accounting for the cost of sales, operating expenses and transfers to other funds the NCCE net income was a gain of \$2,613,157, a slight increase from FY 2014-2015 where NCCE showed net income as a loss of \$2,266,066.

In the FY 2015-2016, NCCE had 30 separate operations that produced a variety of goods and services including traffic signs and paint; farming and food processing; printing, Braille and quick copy; furniture and re-upholstery; metal products; uniforms, embroidery and other sewn items; eyeglasses; license tags; janitorial products; laundry services; and warehouse and distribution.

The average daily number of inmates employed by Correction Enterprises was 2,550 with the demographics summarized in the table below:

Table IV.1: Average Daily Enrollment in NCCE, FY 2015-2016

Male				Female			
White	Black	Other	Total	White	Black	Other	Total
778	918	212	1,992	67	27	5	99

Those operations averaging more than 100 inmate workers are:

- Farm and Cannery Operation – Tillery Correctional Center
- Janitorial Products – Warren Correctional Institution
- Laundry Operation – Sampson Correctional Institution
- Print Plant – Nash Correctional Institution
- Sewing Plants – Columbus, Scotland, Marion, and Pender Correctional Institutions
- Sign Plant – Franklin Correctional Center

Correction Enterprises is authorized to sell products and services to taxpayer-supported agencies and to North Carolina's 501(c)(3) organizations that receive some level of tax support.

For over 10 years Correction Enterprises has partnered with the state and federal Departments of Labor (DOL), the Section of Prisons and the Community College System to establish apprenticeship programs that will eventually lead the successful inmate to certification as a Journeyman in a trade skill. By using DOL job competency standards, Correction Enterprises ensures that training provided to inmates is consistent with those skills recognized by an industry, as necessary for competent performance at the Journeyman level in that industry. These standards usually require at least 144 hours of related classroom instruction for every 2,000 hours of on-the-job training.

Currently, Correction Enterprises has apprenticeship programs in Combination Welding, Printing (nine separate programs), Re-upholstery, Duplicating Services Technology, Sewing Machine Repair, Digital Design (Embroidery), Woodworking, Sewing Operator, Upholstery, and Laundry Wash Technician. Apprenticeship programs in Dental Technology, Braille Transcription, and Chemical Products Quality Control are planned for the future. To be eligible to participate in an apprenticeship program, inmates must have a high school diploma or be currently enrolled in a GED program. All apprenticeship programs are administered and awarded by the North Carolina Department of Labor.

Correction Enterprises is also the N.C. administrator for the Prison Industries Enhancement Certification Program (PIECP). The U.S. Department of Justice Prison Industry Enhancement (PIE) program regulates partnerships between prison industries and private business for the manufacture of goods that are sold in inter-state commerce. Inmates who work in PIE manufacturing operations earn a prevailing wage, comparable to that earned by workers performing similar jobs in the local community. Mandatory inmate wage deductions provide DAC with the means of collecting taxes and partially recovering inmate room and board.

Inmate wage deductions are also used to assist with family support and for providing crime victims with greater opportunity to obtain compensation. Correction Enterprises' active PIE partnerships include S2 Clean at Warren Janitorial Plant to supply eco-friendly cleaning products and an Inmate Packaging program at Lanesboro Correctional Institution. We are currently seeking a new partner for the Dental program at Pamlico Correctional Institution.

V. Appendices

Appendix A: DAC Populations: Convicting County, FY 2015-2016

Table V. A1: DAC Populations: Convicting County, FY 2014-2015

County	Prison Entries	Prison Population	Community Entries	Community Population
Alamance	451	746	1,304	1,776
Alexander	77	109	219	391
Alleghany	28	43	100	148
Anson	91	120	217	301
Ashe	65	93	194	267
Avery	52	57	132	203
Beaufort	229	354	561	950
Bertie	36	58	106	152
Bladen	124	145	319	507
Brunswick	293	361	675	1,058
Buncombe	567	1,019	1,424	2,030
Burke	221	356	536	873
Cabarrus	560	761	1,547	2,419
Caldwell	200	280	425	638
Camden	13	22	32	54
Carteret	151	246	480	735
Caswell	42	67	85	154
Catawba	340	548	746	1,191
Chatham	99	146	232	342
Cherokee	56	69	112	197
Chowan	33	42	117	160
Clay	21	20	31	58
Cleveland	422	612	1,022	1,758
Columbus	186	249	443	696
Craven	298	444	737	1,137
Cumberland	936	1,458	2,141	2,998
Currituck	44	49	170	270
Dare	102	120	400	656
Davidson	378	678	1,174	1,818
Davie	73	128	263	419
Duplin	168	274	463	664
Durham	610	1,141	1,688	2,365
Edgecombe	210	280	462	834
Forsyth	697	1,569	2,205	3,571
Franklin	147	155	210	327
Gaston	570	957	1,297	2,220
Gates	13	25	63	72
Graham	20	26	59	74
Granville	156	153	254	374
Greene	60	71	178	246
Guilford	1,213	2,551	3,066	5,293
Halifax	110	210	400	690
Harnett	248	357	577	831
Haywood	145	228	403	554
Henderson	235	367	478	670

County	Prison Entries	Prison Population	Community Entries	Community Population
Hertford	52	101	226	296
Hoke	168	243	358	596
Hyde	16	20	26	41
Iredell	379	632	1,364	2,171
Jackson	79	91	184	279
Johnston	444	621	1,355	1,688
Jones	45	30	76	145
Lee	146	215	411	642
Lenoir	361	414	847	1,143
Lincoln	254	352	617	1,157
Macon	64	102	148	255
Madison	60	84	198	271
Martin	99	161	270	455
McDowell	208	240	537	742
Mecklenburg	1,121	2,727	2,792	4,557
Mitchell	53	66	128	216
Montgomery	90	98	322	516
Moore	263	386	804	1,122
Nash	320	389	805	1,213
New Hanover	789	1,086	1,892	3,122
Northampton	26	77	75	146
Onslow	334	582	1,017	1,485
Orange	149	286	423	634
Pamlico	32	36	86	123
Pasquotank	89	137	370	542
Pender	151	180	321	547
Perquimans	21	36	103	136
Person	158	262	389	541
Pitt	665	853	1,777	2,620
Polk	22	36	95	128
Randolph	245	376	1,118	1,677
Richmond	130	194	377	559
Robeson	337	691	936	1,429
Rockingham	271	457	683	970
Rowan	512	751	1,733	2,437
Rutherford	315	327	661	882
Sampson	197	389	539	760
Scotland	108	206	439	667
Stanly	134	217	370	540
Stokes	90	172	261	455
Surry	153	235	413	715
Swain	43	57	128	173
Transylvania	38	74	135	139
Tyrrell	6	12	51	79
Union	315	466	864	1,333
Vance	169	154	331	517
Wake	1,784	2,630	4,464	6,455
Warren	39	44	90	177
Washington	27	52	108	141
Watauga	122	137	359	504

County	Prison Entries	Prison Population	Community Entries	Community Population
Wayne	322	518	1,108	1,426
Wilkes	237	440	701	1,123
Wilson	224	284	499	937
Yadkin	104	154	308	461
Yancey	77	73	168	253

Appendix B. Listing of Prison Facilities

Table V.B1: Listing of Prison Facilities

Division of Prison Facility Name	Standard Operating Capacity (EOC) Phone #
Albemarle Correctional Institution 44150 Airport Road, New London, P.O. Box 460, Badin, NC 28009	Standard Operating Capacity: 624 (816) (704) 422-3036
Alexander Correctional Institution 633 Old Landfill Road, Taylorsville, NC 28681	Standard Operating Capacity: 1,122 (1,180) (828) 632-1331
Avery-Mitchell Correctional Institution 600 Amity Park Road, Spruce Pine, NC 28777	Standard Operating Capacity: 624 (816) (828) 765-0229
Bertie Correctional Institution 218 Cooper Hill Road, P.O. Box 129, Windsor NC 27983	Standard Operating Capacity: 1,284 (1,400) (252) 794-8600
Brown Creek Correctional Institution 248 Prison Camp Road, P.O. Box 310, Polkton, NC 28135	Standard Operating Capacity: 1,084 (1,204) (704) 694-2622
Caldwell Correctional Center 480 Pleasant Hill Road, Lenoir, NC 28645	Standard Operating Capacity: 194 (238) (828) 726-2509
Caledonia Correctional Institution 2787 Caledonia Drive, P.O. Box 137, Tillery, NC 27887	Standard Operating Capacity: 958 (1,014) (252) 826-5621
Carteret Correctional Center 1084 Orange Street, P.O. Box 220, Newport, NC 28570-0220	Standard Operating Capacity: 244 (300) (252) 223-5100
Caswell Correctional Center 444 County Home Road, Blanch, NC 27212	Standard Operating Capacity: 354 (460) (336) 694-4531
Catawba Correctional Center 1347 Prison Road, Newton, NC 28650	Standard Operating Capacity: 192 (230) (828) 466-5521
Central Prison 1300 Western Blvd., 4285 MSC, Raleigh, NC 27699-4285	Standard Operating Capacity: 720 (720) (919) 733-0800
Community Transition (formerly ECO) 127 West Park Avenue, Charlotte, NC 28233	Standard Operating Capacity: 30 (30) (704) 342-4100
Columbus Correctional Institution 1255 Prison Camp Road, P.O. Box 8, Brunswick, NC 28424	Standard Operating Capacity: 584 (670) (910) 642-3285
Craggy Correctional Center 2992 Riverside Drive, Asheville, NC 28804	Standard Operating Capacity: 452 (590) (828) 645-5315
Craven Correctional Institution 600 Alligator Road, P.O. Box 839, Vanceboro, NC 28586	Standard Operating Capacity: 542 (670) (252) 244-3337
Dan River Prison Work Farm 981 Murray Road, Blanch, NC 27212	Standard Operating Capacity: 500 (620) (336) 694-1583
Davidson Correctional Center 1400 Thomason Street, P.O. Drawer 1977, Lexington, NC 27293	Standard Operating Capacity: 196 (258) (336) 249-7528
Eastern Correctional Institution 2821 Hwy. 903 N., P.O. Box 215, Maury, NC 28554	Standard Operating Capacity: 429 (429) (252) 747-8101
Foothills Correctional Institution 5150 Western Ave., Morganton, NC 28655	Standard Operating Capacity: 808 (858) (828) 438-5585
Forsyth Correctional Center 307 Craft Drive, Winston Salem, NC 27107	Standard Operating Capacity: 196 (248) (336) 896-7041
Franklin Correctional Center 928 Elbridge Drive, Raleigh, NC 27603	Standard Operating Capacity: 356 (452) (919) 496-6119

Division of Prison Facility Name	Standard Operating Capacity (EOC) Phone #
Gaston Correctional Center 520 Justice Court, Dallas, NC 28034	Standard Operating Capacity: 200 (242) (704) 922-3861
Greene Correctional Institution 2699 Highway 903, P.O. Box 39, Maury, NC 28554	Standard Operating Capacity: 516 (616) (252) 747-3676
Harnett Correctional Institution 1210 E. McNeill Street, P.O. Box 1569, Lillington, NC 27546	Standard Operating Capacity: 816 (954) (910) 893-2751
Hoke Correctional Institution 243 Old Highway 211, Raeford, NC 28376	Standard Operating Capacity: 424 (502) (910) 944-7612
Hyde Correctional Institution 620 Prison Road, P.O. Box 278, Swan Quarter, NC 27885	Standard Operating Capacity: 648 (736) (252) 926-1810
Johnston Correctional Institution 2465 U.S. 70 West, Smithfield, NC 27577	Standard Operating Capacity: 468 (612) (919) 934-8386
Lanesboro Correctional Institution 522 Prison Camp Road, P.O. Box 280, Polkton, NC 28135	Standard Operating Capacity: 1,284 (1,400) (704) 695-1013
Lincoln Correctional Center 464 Roper Drive, Lincoln, NC 28092	Standard Operating Capacity: 160 (202) (704) 735-0485
Lumberton Correctional Institution 75 Legend Road, P.O. Box 1649, Lumberton, NC 28359-1649	Standard Operating Capacity: 624 (768) (910) 618-5574
Marion Correctional Institution 355 Old Glenwood Road, P.O. Box 2405, Marion, NC 28752	Standard Operating Capacity: 706 (738) (828) 659-7810
Maury Correctional Institution 2568 Moore Rouse Rd., Hookerton, PO Box 506 Maury, NC 28554	Standard Operating Capacity: 1,284 (1,400) (252) 747-1400
Morrison Correctional Institution 1573 McDonald Church Road, P.O. Box 169 Hoffman, NC 28347	Standard Operating Capacity: 646 (801) (910) 281-3161
Mountain View Correctional Institution 545 Amity Park Road, Spruce Pine, NC 28777	Standard Operating Capacity: 552 (884) (828) 766-2555
Nash Correctional Institution 2869 Highway 64 Alt., P.O. Box 600, Nashville, NC 27856-0600	Standard Operating Capacity: 512 (512) (252) 459-4455
NC Correctional Institution for Women 1034 Bragg Street, 4287 MSC, Raleigh, NC 27699-4287	Standard Operating Capacity: 1,220 (1,288) (919) 733-4340
Neuse Correctional Institution 701 Stevens Mill Rd., P.O. Box 2087, Goldsboro, NC 27530	Standard Operating Capacity: 600 (788) (919) 731-2023
New Hanover Correctional Center 330 Division Drive, P.O. Box 240, Wilmington, NC 28401	Standard Operating Capacity: 300 (384) (910) 251-2666
Odom Correctional Institution 485 Odom Prison Road, P.O. Box 36, Jackson, NC 27845	Standard Operating Capacity: 352 (352) (252) 534-5611
Orange Correctional Center 2110 Clarence Walters Rd, PO Box 1149, Hillsborough, NC 27278	Standard Operating Capacity: 162 (200) (919) 732-9301
Pamlico Correctional Institution 601 N. Third Street, Bayboro, NC 28515	Standard Operating Capacity: 552 (552) (252) 745-3074
Pasquotank Correctional Institution 527 Commerce Drive, Elizabeth City, NC 27909	Standard Operating Capacity: 840 (896) (252) 331-4881
Pender Correctional Institution 906 Penderlea Road, P.O. Box 1058, Burgaw, NC 28425	Standard Operating Capacity: 612 (740) (910) 259-8735
Piedmont Correctional Institution 1245 Camp Road, Salisbury, NC 28147	Standard Operating Capacity: 848 (952) (704) 639-7540

Division of Prison Facility Name	Standard Operating Capacity (EOC) Phone #
Polk Correctional Institution 1001 Veazey Road, P.O. Box 2500, Butner, NC 27509-2500	Standard Operating Capacity: 840 (904) (919) 575-3070
Randolph Correctional Center 2760 S. Fayetteville Street, P.O. Box 4128, Asheboro, NC 27204	Standard Operating Capacity: 176 (226) (336) 625-2578
Rutherford Correctional Center 549 Ledbetter Road, Spindale, NC 28160	Standard Operating Capacity: 190 (236) (828) 286-4121
Sampson Correctional Institution 700 Northwest Blvd., P.O. Box 1109, Clinton, NC 28329	Standard Operating Capacity: 352 (452) (910) 592-2151
Sanford Correctional Center 417 Advancement Center Rd, PO Box 2490, Sanford, NC 27330	Standard Operating Capacity: 242 (298) (919) 776-4325
Scotland Correctional Institution 22385 McGirts Bridge Rd., P.O. Box 1808, Laurinburg, NC 28353	Standard Operating Capacity: 1,478 (1,652) (910) 844-3078
Southern Correctional Institution 272 Glen Road, Troy, NC 27371	Standard Operating Capacity: 592 (624) (910) 572-3784
Swannanoa Correctional Center for Women 55 Lake Eden Road, P.O. Box 609, Black Mountain, NC 28711	Standard Operating Capacity: 366 (366) (828) 259-6000
Tabor Correctional Institution 4600 Swamp Fox Hwy W., P.O. Box 730, Tabor City, NC 28463	Standard Operating Capacity: 1,090 (1,654) (910) 653-6413
Tyrrell Prison Work Farm 620 Snell Road, P.O. Box 840, Columbia, NC 27925-0840	Standard Operating Capacity: 500 (620) (252) 796-1085
Wake Correctional Center 1000 Rock Quarry Road, 4288 MSC, Raleigh, NC 27699-4288	Standard Operating Capacity: 354 (414) (919) 733-7988
Warren Correctional Institution 379 Collins Road, P.O. Box 399, Manson, NC 27553	Standard Operating Capacity: 697 (809) (252) 456-3400
Wilkes Correctional Center 404 Statesville Road, North Wilkesboro, NC 28659	Standard Operating Capacity: 206 (262) (336) 667-4533

Appendix C: Listing of Adult Judicial District Offices

Table V.C1: Listing of Adult Judicial District Offices

District Name	Address	Judicial District Manager	Telephone	Average Number Supervised
District 01	1023 US 17 S. Suite 3, Elizabeth City, NC 27909	Greene, Lori C.	(252) 331-4828	1,783
District 02	1308 Highland Drive, Suite 102, Washington, NC 27889	Stohlman, Jami P.	(252) 946-5199	1,567
District 03	1904 D. South Glenburnie Road, New Bern, NC 28562	Parker, Randall K.	(252) 514-4822	3,377
District 04	207 W Main St. Suite B, Clinton, NC 28328	Joyner, Travis B.	(910) 299-0739	1,538
District 05	721 Market St # 201, Wilmington, NC 28401	Turner, Thurman L.	(910) 251-2732	3,504
District 06	119 Justice Dr., Winton, NC 27986	Mitchell Jr, William	(252) 649-2007	1,479
District 07	113 Nash St. E 2Nd Floor, Wilson, NC 27893	Wade, Catherine P.	(252) 243-0063	5,714
District 08	1401 N. Berkeley Blvd., # E, Goldsboro, NC 27530	Sutton, Cynthia S.	(919) 731-7905	2,774
District 09	307 E. Nash Street,, Louisburg, NC 27549	Robertson, Rodney B.	(919) 496-0200	1,765
District 10	MSC 4256; 2020 Yonkers Raleigh, NC 27604	Noble, Spencer L.	(919) 733-9313	5,987
District 11	1327 Brightleaf Blvd, # B, Smithfield, NC 27577	Jones, Donald L.	(919) 934-9970	3,283
District 12	412 W Russell Street, Fayetteville, NC 28301	Moore, Sheila B.	(910) 486-1161	3,241
District 13	712 Village Rd. SW # 204, Shallotte, NC 28470	Frazier, Jerry M.	(910) 755-3418	2,374
District 14	3325 Chapel Hill Blvd 230A, Durham, NC 27707	Kelly, Celeste L.	(919) 560-5423	3,892
District 15	321 Prison Camp Rd., Graham, NC 27253	Cox, Aries E.	(336) 570-7051	2,194
District 16	113 West 5Th Street, Lumberton, NC 28358	Brown, Debra L.	(910) 618-5655	2,856
District 17	319 S. Main St, Mount Airy, NC 27030	King, David	(336) 786-4055	2,116
District 18	315 1-A Spring Garden Street, Greensboro, NC 27401	Williams, Angela L.	(336) 334-4162	5,399
District 19A	625 Highway 29 North, China Grove, NC 28023	Combs, Catherine L.	(704) 855-3883	4,089
District 19B	131-D Dublin Square Road, Asheboro, NC 27203	Buckingham, Thomas W	(336) 626-9977	2,995

District Name	Address	Judicial District Manager	Telephone	Average Number Supervised
District 20	607-A E. Broad Avenue, Rockingham, NC 28380	Richardson, Tara P.	(910) 997-9130	2,858
District 21	301 North Church , 3Rd Flr, Winston-Salem, NC 27101	Cook, Sherri A.	(336) 761-2424	3,920
District 22	672 Suite E Radio Drive, Lexington, NC 27292	Powell, Ronda W.	(336) 249-9332	4,643
District 23	203-A Long Street, Jefferson, NC 28640	Gilchrist, Nancy L.	(336) 246-6840	1,876
District 24	22 North Main Street, Mars Hill, NC 28754	Jarrett, Neil Gregor	(828) 689-8967	1,184
District 25	110 North Green Street, Morganton, NC 28655	Miller, Kevin D.	(828) 432-2853	2,969
District 26	5701 Executive Center Drive, Charlotte, NC 28212	Deese, Darius T.	(704) 563-4117	6,304
District 27	1355A East Garrison Blvd, Gastonia, NC 28054	Murphy, Jacqueline D	(704) 833-1294	4,731
District 28	56 Central Ave. Suite 103, Asheville, NC 28801	Anderson, Lori E.	(828) 251-6052	2,059
District 29	1347 Spartanburg Hwy., # Hendersonville, NC 28792	Modlin, Cheryl C.	(828) 697-4844	2,573
District 30	800-B Us Hwy 64 West, Murphy, NC 28906	McMillan, Dallas F.	(828) 837-7001	1,693