



*State of North Carolina
Department of Correction
Division of Prisons*

Chapter: A
Section: .0100
Title: **Organization of the
Division of Prisons**
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POLICY & PROCEDURES

.0101 PURPOSE

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

.0102 POLICY

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

.0103 DIRECTOR OF PRISONS

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

designate lines of responsibility, authority, support, and liaisons. The plan must be reviewed annually and updated if necessary.

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

.0104 DIRECTOR OF PRISONS' STAFF

The Director of Prisons is supported by the Assistant Director, Management Services; Assistant Director, Support Services; Assistant Director, Administrative Services; Assistant Director, Facility Services; and five Region Directors in managing and coordinating activities and operations as designated.

- (a) The Assistant Director of Management Services responsibilities includes managing the office of Security Services, Executive Services, Policy and Accreditation, Strategic Planning, Internal Affairs, and other special assignments.
 - (1) The Chief of Security serves as the security liaison between DOP Central Office, the Regions Offices, and the facilities.
 - (2) The Executive Officer will assist the Director in identifying issues and developing potential solutions necessary to carry out the mission of the agency. This position will serve as a liaison between the Director's office and region directors, section heads within the Division, elected officials, other branches of government, and various sections of the Department of Correction.
 - (3) Accreditation Manager will ensure the agency incorporates the accreditation process into their daily operation and management. The position will coordinate with department, division, region, and facility staff in the development/revision of

policies and procedures and ensure practices throughout the agency matches procedures established in policy.

- (b) The Assistant Director for Support Services responsibilities includes managing the offices of Auxiliary Services, Food Services, Health Services and Program Services.
 - (1) The Chief of Auxiliary Services will manage inmate housing (in-state, out-of-state, privately owned/operated prisons, and local jail facilities), inmate classification, inmate disciplinaries, diagnostic operations, and inmate transportation services throughout the Division, inmate identification and Offender Population Unified System (OPUS) Technical Support.
 - (2) The Chief of Food Services will supervise food service operations throughout the Division.
 - (3) The Chief of Health Services is responsible for all medical, dental and mental health programs throughout the Division.
 - (4) The Chief of Program Services will supervise inmate programs, and support services for the Division.
- (c) The Assistant Director for Administrative Services is responsible for preparation, allocation and monitoring of the Division's operating budget and welfare fund budget. Responsibilities also include personnel functions, and fiscal/cashless canteen training support for field operations.
 - (1) The Business Officer assists the Assistant Director of Administrative Services with Division Budget preparation. The position serves as the primary liaison between the Personnel Office and the Division of Prisons and is tasked with the position management of all DOP positions and the application of merit-based hiring policies and procedures for all classifications including medical and administrative.
 - (2) The Computing Consultant oversees the Cashless section and CON system support.
 - (3) The Correctional Planner heads the research and evaluation of new programs which involves the development and planning of each project. The position serves as a Representative of the Human Subject Review Committee.
- (d) The Assistant Director for Facility Services is responsible for long-range facility planning, new construction program, and construction addition programs as well as facility maintenance programs throughout the Division. The Assistant Director for Facility Services also coordinates and directs telephone communication throughout the Division, both operational and inmate telephone systems.

- (1) The Telecommunication Manager is responsible for telecommunications infrastructure statewide to include inmate phones, administrative phones, cell phones and cable infrastructure.
 - (2) The Facility Planner is responsible for long range planning for Facility Services section relating to statewide maintenance at prison facilities.
 - (3) The Maintenance Manager is responsible for coordinating Maintenance Management System (MMS), Electronic Intrusion System (EIS) testing data and other processes that affect statewide maintenance operation.
- (e) The Region Directors shall be designated to have overall responsibility for the daily security and operation of all prison facilities through the direct supervision of the Wardens, Administrators, and Superintendents.
- (1) Facilities within the Division of Prisons will be grouped into regions based on geographic location. The Director will designate facilities for the respective regions.
 - (2) The Region Director will supervise an Operations Manager, Program Manager, Administrative Services Manager and Staff Development Specialist, who will assume responsibilities in various areas of the region.
 - (3) Regions within the Division of Prisons are: Eastern Region, Central Region, South Central Region, Piedmont Region and Western Region.

.0105 FACILITY WARDENS, ADMINISTRATORS, SUPERINTENDENTS

- (a) Each facility is managed by a Warden, Administrator, or Superintendent who is approved by the Director of the Division of Prisons in accordance with the Department's Merit Based Hiring policy. Each Warden, Administrator, or Superintendent reports directly to the Region Director. (4-4007)
- (b) The Warden, Administrator, or Superintendent is responsible for the overall operation of the facility including the supervision of all inmates, personnel, volunteers, programs, and activities connected with the facility. (4-4006)
- (c) The Warden, Administrator, or Superintendent is responsible for establishing a written plan describing the organization and units within the facility. The plan should clearly designate lines of responsibility, authority, support, and liaisons. The plan must be made available to all employees, reviewed annually and updated if necessary. (4-4006)
- (d) Each Warden, Administrator, or Superintendent shall formulate goals for their facility at least annually and translate them into measurable objectives. They shall notify the Region Director in writing, verifying the completion of the facility's annual review. Facility staff,

volunteers and outside criminal justice professional shall have input into the formulation of these goals and measurable objectives. (4-4003)

- (e) Each Warden, Administrator or Superintendent shall document in writing major developments in each department on a monthly basis. The report shall include major incidents, population data, assessment of staff and inmate morale, and major problems and plans for solving them. This monthly report must be forwarded to the Region Director and Division Director. (4-4018)

.0106 FACILITY DESIGNATIONS

- (a) Each correctional facility will be designated as an Institution, Correctional Center, or Residential Facility. Each correctional facility will be managed by a Warden, Administrator or Superintendent. The following definitions are not all inclusive, but generally define each designation:
 - (1) The designation of an Institution will be reserved for facilities that have a relatively large inmate population, normally in excess of 500 beds. Institutions may be either close, medium or minimum security based on special or multiple correctional missions, and a diversified staff.
 - (2) The designation of Correctional Centers will be characterized by a relatively small inmate population, normally less than 500 beds. Correctional Centers have a single mission, with a security level of medium or minimum security.
 - (3) The designation of Residential Facility will be limited to half-way house settings with a limited number of inmates and a program design focused on release preparation.
 - (4) Contractual facilities include those housing units provided through jail contracts, private substance abuse facilities, out-of-state prison facilities, in-state private facilities, and units providing inmate housing and control management, and intervention services.
- (b) Each correctional facility will be classified with a security designation of close, medium, or minimum, as determined by the Director of Prisons. Selected close custody facilities will be identified by the Director of Prisons as responsible for maintaining and managing maximum and high control isolation areas for the containment of violent and difficult to manage inmates.
- (c) When developing plans for new facilities the physical plant design of all construction (renovation, addition, new construction) should facilitate personal contact and interaction between staff and inmate.
- (d) Prison new construction or expansion of existing facilities shall only be initiated after a needs evaluation study has been completed and reviewed by the Director. The Director of

Prisons should consult with the N.C. Department of Correction, Office of Research and Planning as well as the North Carolina Sentencing Commission, on population projections. Projections should be based on an in-depth analysis of all pertinent factors to determine whether the need is clearly demonstrated.

- (e) All Division of Prison new construction shall be planned with participation from the community in which they are to be located. Local officials/residents shall be contacted to solicit input on possible site of new facilities. Local officials/residents should be informed of the purpose of the facility, the extent of supervision and control over inmates.
- (f) When developing plans for new construction reasonable accommodation is made to ensure that all parts of the institution that are accessible to the public are accessible and usable by staff and visitors with disabilities.
- (g) Division of Prison Administrators shall work with the Department of Correction Engineering Office to ensure this policy is incorporated into the design of all new construction projects.

.0107 LEGAL ASSISTANCE

- (a) The North Carolina Attorney General and the Department of Justice provide legal assistance and represents all departments, institutions, and agencies of the State. The Attorney General's office defends all actions in the appellate division and appears in any other civil or criminal court matter in which the State may be interested or a party.
- (b) The Department of Correction General Counsel's Office, supports the Director of Prisons and other prison staff on matters of interest that require legal assistance and/or legal opinion.
- (c) Matters requiring legal assistance from the Department's General Counsel's Office or the State Attorney General shall be forwarded in writing through the chain of command to the Director of Prisons for appropriate referral to legal counsel.



Director of Prisons Date

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