



# STRATEGIC PLAN

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2023-2025

Todd Ishee  
*Secretary*

# AGENCY OVERVIEW

The North Carolina Department of Adult Correction (NCDAC) was launched as a standalone Cabinet agency on January 1, 2023, under the leadership of Secretary Todd Ishee. NCDAC employees have the responsibility for the rehabilitation, care, custody and supervision of more than 30,000 individuals in prison and more than 75,000 people on probation, post-release, or parole in our communities.

NCDAC oversees the operation of 54 prison facilities in three custody levels (minimum, medium, and close), as well as three Confinement in Response to Violation centers and two substance use disorder treatment facilities. NCDAC also manages Community Supervision Judicial District offices in all 100 North Carolina counties. NCDAC's operational divisions and sections include Institutions, Community Supervision, Comprehensive Health Services, Education Services, Rehabilitation and Reentry, Special Operations and Intelligence Unit, and Correction Enterprises.

Key support elements include Central Engineering, Workforce Management, the Office of Staff Development and Training, the Prison Rape Elimination Act Office, Facility Management, Internal Audit, and the employee behavioral health support program known as S.H.I.E.L.D. (Support. Hope. Inclusion. Empowerment. Dedication.). The department has more than 19,000 positions.

## VISION

The divisions of the Department of Adult Correction will work collaboratively to create a safer North Carolina.

## MISSION

All divisions of the Department of Adult Correction will protect the public by collaboratively focusing on rehabilitation, protection, innovation, accountability and professionalism.

## VALUES

**Protect:** We will strive to uphold and enforce the law as our duty to protect the public, staff and offenders.

**Respect:** We will perform our duties with respect for all.

**Integrity:** We will maintain the highest levels of integrity.

**Diversity:** We will embrace diversity, equity, and inclusivity as we fulfill our mission.

**Excellence:** We will strive for excellence.

# STRATEGIC PLANNING PROCESS

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In the late summer of 2022, NCDAC leadership was surveyed regarding its perception of strengths, weaknesses, opportunities, and threats facing what was then a division in transition to becoming the new agency.

Through this process, five overarching themes emerged as the draft framework of the strategic plan:

- Our People
- Our Missions
- Our Work Places
- Our Operations
- Transparency/Communication

Feedback on the framework was solicited through regional forums held in early 2023, with representation of a variety of staff and through a staff survey. This engagement with NCDAC staff helped to finalize the strategic framework.

Additionally, NCDAC partnered with the NC Office of State Budget and Management to identify priority questions that will guide future research initiatives in support of achieving its strategic goals.

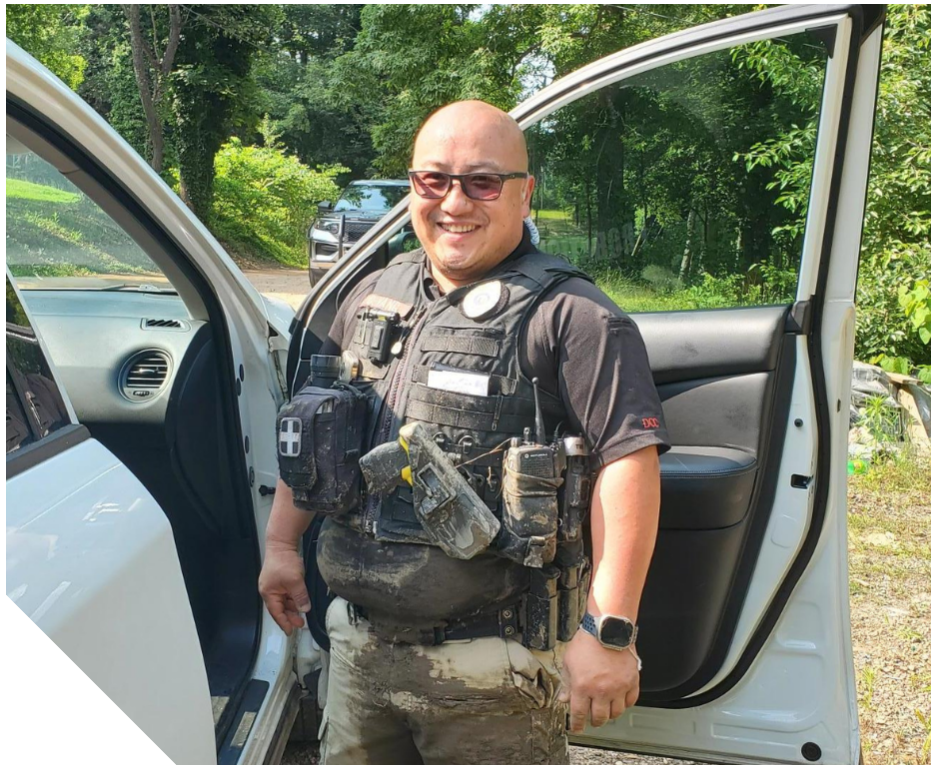
## *Priority Questions*

Listed below some of the department Objectives on the following pages are Priority Questions. Agency Priority Questions are questions that, when answered, position an agency for optimal performance and outcomes. Priority Questions and their answers can directly inform strategic operational and policy decisions by agency leadership and staff.

# GOAL 1

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Support Our Employees





# DESCRIPTION

Recruit, hire, train, and retain a high performing workforce that is engaged, accountable, and recognized for the important work they do to protect all North Carolinians.

1.1

## Objective

Reduce staff vacancy rates by recruiting qualified staff and increasing retention of current employees.

### Priority Questions

- How effective are current NCDAC marketing/advertising practices at filling open positions?
- How effective are current NCDAC retention efforts at retaining staff?

1.2

## Objective

Develop a high-performing and effective workforce.

### Priority Question

How effective are current NCDAC policies and practices related to staff training, professional development, leadership development, coaching, and career advancement at developing a high-performing workforce?

1.3

## Objective

Hold employees accountable for their actions.

### Priority Question

How effective are current NCDAC practices related to staff accountability, including the employee disciplinary process?

1.4

## Objective

Support the mental and physical health and well-being of our employees.

### Priority Question

How effective are current NCDAC initiatives and programming aimed at improving employee wellness, including both mental and physical health?

# GOAL 2

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Safely Manage and Support  
Offenders from Custody  
through Reentry



# DESCRIPTION

Provide a comprehensive approach to offender management, ensuring the safety of the general public, staff, and offenders, while preparing offenders for reentry in a manner that allows them to successfully reintegrate into their community and reduce recidivism.

2.1

## Objective

Manage offenders to ensure safety and security for the public, employees and offenders.

2.2

## Objective

Prepare offenders for successful reentry into their communities.

## Priority Question

How effective are current NCDAC rehabilitation, programming and reentry practices at reducing/preventing recidivism and return rates?

2.3

## Objective

Focus on holistic health and wellness services for offenders.

2.4

## Objective

Implement evidence-based supervision and custody practices for offenders.

## Priority Question

How can NCDAC better leverage and organize data (and technology) to optimize decision-making?

# GOAL 3

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Strengthen Safety and Security at All NCDAC Locations



# DESCRIPTION

Provide a safe and secure operational environment for employees and offenders at NCDAC locations.

## 3.1

### Objective

Prioritize sustainable renovations and updated technology to enhance employee and offender safety and security.

### Priority Question

How can NCDAC better utilize technology to enhance staff and offender safety and security?

## 3.2

### Objective

Reduce contraband at NCDAC prisons to protect the health and wellbeing of employees and offenders.

### Priority Question

How effective are NCDAC's current practices for reducing the number of infractions, safety issues, and contraband in prisons?

## 3.3

### Objective

Adequately prepare staff to respond to emergencies.





# GOAL 4

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Operate Effectively and Efficiently



# DESCRIPTION

Ensure that the department is adequately resourced and working together to achieve its mission effectively and efficiently.

**4.1 Objective**  
Strengthen coordination of effort among divisions and sections to support the establishment of NCDAC as a new cabinet agency.

### Priority Question

How can NCDAC strengthen relationships, communication and collaboration across divisions?

**4.2 Objective**  
Expand organizational efficiency and pursue innovative solutions for operational improvement.

**4.3 Objective**  
Support the professionalization of our workforce by meeting nationally recognized accreditation standards.





# GOAL 5

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Increase Transparency of  
NCDAC's Missions and  
Operations



# DESCRIPTION

Cultivate and support a culture of strong internal and external communications, which helps ensure our employees and the public are aware of information in a timely manner.

5.1

## Objective

Increase employees' awareness and understanding of operational decisions and requirements through improved internal communication.

5.2

## Objective

Publicize the positive work performed by DAC agencies through both improved external and internal communications.

## Priority Question

How can NCDAC strengthen engagement with community partners?





## Contact Us

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