



Strategic Plan

2025 – 2029

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A. Introduction

The NC Department of Adult Correction (NCDAC) was established in November 2021 via Session Law 2021-180, Section 19.1, which separated NCDAC from the NC Department of Public Safety (NCDPS). NCDAC officially started operations on January 1, 2023 and its 14,000+ employees have the responsibility for the rehabilitation, care, custody and supervision of around 32,000 individuals in prison and more than 81,000 people on probation, post-release, or parole in our communities. NCDAC operates across the state with an annual budget of just over \$2 billion.

NCDAC oversees the operation of 55 prison facilities in three custody levels (minimum, medium, and close), as well as two 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 Services, Special Operations and Intelligence, and Correction Enterprises.

Key support elements include Workforce Management, Professional Standards, Engineering/Construction and Maintenance, Internal Audit, and the employee mental health and peer support program known as S.H.I.E.L.D. (Support. Hope. Inclusion. Empowerment. Dedication.). The department has more than 18,700 total allocated positions.

All NCDAC goals have been aligned to NC Governor Josh Stein's six North Star Priorities, which are the state's key priority areas for the immediate future. They include economic opportunity, excellent public schools, healthier people, safe and engaged communities, Helene recovery, and quality services.

B. Mission, Vision, & Values

1. Our Mission

Ensure public safety through protection, innovation, and rehabilitation.

2. Our Vision

Create a safer North Carolina.

3. Our Values

Integrity, Transparency, Professionalism

C. Goals, Objectives, & Performance Measures With North Star Alignment

1. Grow our workforce^{1,3,6}

We aim to strengthen our workforce by reducing vacancies, developing leadership, and enhancing recruitment and retention. These efforts will ensure we attract, support, and retain the talent needed to meet current and future demands efficiently.

	Performance Measures
Objective 1.1: Reduce our staff vacancies.	<ul style="list-style-type: none"> • Vacancy rate. • Total filled position count. • Leadership training participation counts/rates. • Recruitment successes. • Employee retention rate.
Objective 1.2: Build leadership skills.	
Objective 1.3: Prioritize retention strategies.	
Objective 1.4: Prioritize recruitment strategies.	

2. Support our employees^{1,3,6}

We are committed to fostering a healthy, transparent, and supportive work environment. By prioritizing employee well-being, open communication, recognition, and reinvestment, we aim to build a culture of trust, teamwork, and shared success.

	Performance Measures
Objective 2.1: Protect the health and well-being of our employees.	<ul style="list-style-type: none"> • SHIELD participation rate (confidential peer support contact count). • Total cost savings (dollars). • Employee engagement survey responses.
Objective 2.2: Improve transparency and communication with all employees.	
Objective 2.3: Reinvest cost savings in our employees.	
Objective 2.4: Ensure employees are recognized for their accomplishments.	
Objective 2.5: Foster a culture of teamwork and cooperation.	

3. Strengthen safety and security⁴

We are dedicated to creating a safer environment by enhancing security systems, reducing incidents of violence, and preventing contraband. Through targeted training and proactive measures, we will strengthen our readiness and ensure the safety of staff and those in our care.

	Performance Measures
Objective 3.1: Secure additional safety systems and equipment.	<ul style="list-style-type: none"> • ACA accreditation rate. • Offender assault rate. • Contraband counts/rates. • Incident command training courses/hours completed.
Objective 3.2: Reduce the number of assaults.	
Objective 3.3: Prevent introduction of contraband.	
Objective 3.4: Prioritize incident command training.	

4. Upgrade infrastructure and technology^{1, 3, 4, 5, 6}

We are focused on modernizing our facilities and systems to support life safety and operational efficiency. By ensuring critical infrastructure is functional and leveraging technology to streamline processes, we will create a more resilient and responsive environment.

	Performance Measures
Objective 4.1: Ensure all fire suppression systems are operational.	<ul style="list-style-type: none"> • Fire suppression system project completion rate. • Prison air conditioning upgrade project completion rate. • Air-conditioned bed count/rate. • Technology improvement impacts
Objective 4.2: Complete installation of air conditioning.	
Objective 4.3: Streamline maintenance processes.	
Objective 4.4: Maximize technology capabilities.	

5. Modernize and improve our correctional healthcare system^{3,6}

We are committed to delivering high-quality, efficient, and self-sustaining healthcare within our correctional system. By expanding integrated services, reducing reliance on external providers, and implementing cost-saving innovations, we aim to improve outcomes while maximizing internal capabilities.

	Performance Measures
Objective 5.1: Expand integrated healthcare services and capabilities.	<ul style="list-style-type: none"> • Medical aid rate of incarcerated (by aid type). • Outside medical trip counts. • Healthcare costs (dollars).
Objective 5.2: Minimize dependence on community healthcare services.	
Objective 5.3: Implement efficiencies and cost saving initiatives.	

6. Reduce recidivism^{1,2,3}

We strive to break the cycle of incarceration by expanding access to rehabilitative programming, job skill development, and treatment services. Through strong community partnerships and a focus on mental health and substance use recovery, we aim to support successful reentry and long-term stability.

	Performance Measures
Objective 6.1: Increase utilization of programming.	<ul style="list-style-type: none"> • Reincarceration rate. • Offender program participation rate (education, programming). • Offender program completion rate. • Post release employment rate. • Partnership engagement survey responses.
Objective 6.2: Prioritize job skill development and apprenticeships.	
Objective 6.3: Build community partnerships.	
Objective 6.4: Improve mental health and substance use treatment.	

Alignment to the North Star Priorities

1. Economic opportunity
2. Excellent public schools
3. Healthier people
4. Safe and engaged communities
5. Helene recovery
6. Quality services for the people of NC

D. Priority Questions Aligned to Our Goals

Goal 1: How effective are NCDAC efforts to recruit and retain staff?

Goal 2: How effective are NCDAC policies and practices related to staff training, professional development, leadership development, coaching, and career advancement at developing a high performing workforce?

Goal 3: How effective are NCDAC's practices for reducing the number of infractions, safety issues, and contraband in NCDAC facilities?

Goal 4: How can NCDAC better utilize technology to enhance staff and offender safety and security?

Goal 5: How can the implementation of integrated healthcare delivery models within NCDAC reduce reliance on community-based services while improving operational efficiency and reducing costs?

Goal 6: How effective are NCDAC rehabilitation, programming, and reentry practices at reducing recidivism and improving post-release outcomes?