

North Carolina Correction Enterprises 2009 Annual Report

# THE ENTERPRISES EFFECT

Providing the tools that encourage change



# THE ENTERPRISES EFFECT

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*From Incarcerated Inmate to Contributing  
Citizen via a Structured, Ongoing and Concerted  
Effort of Training, Educating and Mentoring.*

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*Not Just Making It Right. Making It Better.*

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## Mission Statement

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To provide a meaningful work experience and rehabilitative opportunities for inmates and provide quality goods and services to tax-supported entities at a savings to the taxpayer.



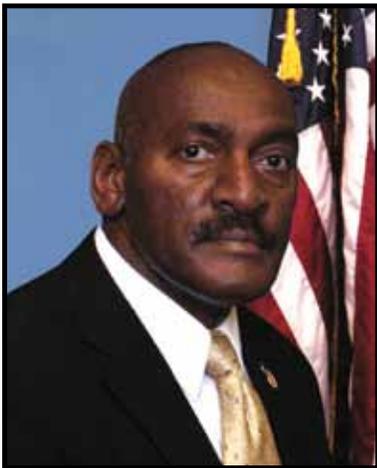
## Support from the Governor...



“Correction Enterprises provides a tremendous benefit to the public and private sectors of North Carolina and to the state’s taxpayers. In producing high quality affordable goods and services for government supported entities, Correction Enterprises offers inmates crucial job training that helps offenders find jobs, stay away from crime and contribute to society once again. All who support Correction Enterprises are our partners in moving North Carolina forward.”

*Beverly E. Perdue*  
Beverly E. Perdue

## Support from the Secretary...



“Correction Enterprises plays a vital role in achieving the Department of Correction’s mission of promoting public safety. By providing job training skills and meaningful work experience to incarcerated offenders, Correction Enterprises reinforces positive behavior and work habits that aid with an inmate’s transition back to their communities.”

*Alvin W. Keller, Jr.*  
Alvin W. Keller, Jr.



## *Letter from the Director...*

To the Loyal Stakeholders of Correction Enterprises,

Correction Enterprises spent fiscal year 2008/2009 reflecting on how to best serve our customers, inmates, the environment and the state of North Carolina. During the year, the business of Correction Enterprises reflected the North Carolina economy. The State of North Carolina suffered from budget instability and one of the largest budget deficits since the Great Depression. As a result, Correction Enterprises sales decreased by 10.6%, to \$85.9 million and net retained earnings disclosed a loss of \$2.9 million. Correction Enterprises utilized this period of financial slowdown to implement major cost containment measures and improve efficiencies in our distribution processes and overall management structure.

The good news is that Correction Enterprises remained committed to our core mission of training inmates to become productive citizens upon release. For those industries that were sluggish during this past year, we refocused our training commitment during down times, providing additional training in safety, teamwork and quality control. We also allowed the inmates to brainstorm ideas for cost containment and new products. Through this methodology, we developed "Palletable Furniture," a line of furniture made from recycled pallets that are all custom, individualized items specifically for sale to state employees.

In keeping with the State of North Carolina's "Project Green" efforts, Correction Enterprises is emphasizing "green" strategies and tactics to find new markets, identify new products and quickly identify and eliminate wastes that include energy consumption, landfill avoidance, "carbon footprint" reduction and much more. Short-term costs vs. long-term savings is especially prevalent and certainly at the forefront of our "going green" efforts. Across Correction Enterprises' spectrum of industries and plants, we are maintaining a proactive focus on incorporating "green" measures wherever feasible and possible.

During the 2009 Legislative Session, Correction Enterprises was successful in expanding our market, allowing us to now sell our products to state employees, state retirees and local government employees. Many employees have taken advantage of this benefit, particularly through the sale of recycled rain barrels and prescription eyeglasses. Correction Enterprises hopes to increase sales to employees by 100% this next fiscal year.

I would like to thank our customers, our dedicated and hard-working employees, our partners and the leadership of the Department of Correction for their support this past year. Your continued loyalty and new ideas assist Correction Enterprises in becoming a superior organization, and together we will experience even greater success.

Karen A. Brown, Director



# The Enterprises Effect

You can try to build their confidence, provide compliments, attempt to instill motivation and improve their self esteem, but you can only help someone if they first want to help themselves.”

- Mike McIntrye  
Sewing Plant

Though Correction Enterprises prides itself on the quality products and services we provide and the savings to taxpayers, there is much more that Enterprises' employees contribute. What is not directly seen or observed by the vast majority of North Carolina citizens are the advanced technical skills, positive behavioral changes, work ethic, motivational enhancements and education that occurs within our inmate work force. This is a result of the supervision, tutoring, educating and mentoring by Correction Enterprises employees.

More often than not, inmates enter the NC Department of Correction system with limited education, poor social and job skills, substance abuse/addiction issues and irresponsible behavior patterns. Correction Enterprises is an integral component of the NC Department of Correction's rehabilitative efforts that are designed to encourage and develop productive and responsible adults upon release from incarceration.

Several Correction Enterprises' employees were encouraged to share the changes and opportunities for inmates that they see in their daily operations at the plant. As mentioned before, there are a diverse group of principles occurring on the periphery of our day-to-day operations. You can see that Correction Enterprises is much more than a quality provider of goods and services to the state of North Carolina. Over the next few pages, we will highlight a few of the programs, technology and Enterprises' employees that are aimed at achieving "The Enterprises Effect."

# Pasquotank Specialty Sewing Plant



Mike McIntyre is the Plant Manager of the Correction Enterprises Specialty Sewing Plant at Pasquotank Correctional Institution in Elizabeth City, NC. He manages four Enterprises' employees and thirty six inmate employees. The plant operates a cut and sew operation for safety vests and embroidery capabilities for a variety of specialty work. Recently on a tour of the plant, Mike candidly shared some thoughts and information about the operation and his experiences with Correction Enterprises.

While touring the plant Mike was asked if he believed that Correction Enterprises is good for the inmate population housed here. He answered, "I certainly do; it gives them a feeling of accomplishment and it allows them to come to work each day and take pride in their work as well as their skills." He continued by adding, "To witness how the inmates react upon receipt of a new order and watching them work through a layout problem lets me know that it is important to them. Sadly enough, many of the inmates at Pasquotank Specialty Sewing, like many of the inmates at other Enterprises locations, have never held a public job. They have never taken the opportunity to develop a good work ethic or to see how successful they can become. Often times, it's the seemingly simple things that our inmate employees relish such as getting along with coworkers while meeting the scheduled production." As the tour continued Mike pointed to the production area and explained, "Our cut and sew operation is set up like a regular production line, where at each work station is a 'customer' of the previous work station. What each inmate staff does has an overall effect on the next one, so they learn what it means to be part of a team and how to do their part in the overall operation. If not working in the sewing plant, some of the inmates would spend their day just sitting around, watching TV, lifting weights or walking around the yard."

Mike pointed out that a job at Correction Enterprises also encourages self-improvement and responsible adult behavior from the inmates. "Any act of misbehaving or inappropriate behavior will result in the loss of their job. These jobs provide the opportunity to develop job skills that they do not currently have and may not get while in prison if not for Correction Enterprises." As we watched the production process he pointed out the importance of staff and inmate communications in sharing basic information that is necessary to complete their assignments. "If we can improve their ability to communicate effectively, it will enhance their ability to succeed upon release from incarceration. If they come here each day and take advantage of the opportunities before them, we can only hope that they will be better prepared to be successful in the world outside prison when their time comes."

Working with inmates in a production setting is a unique and sometimes misunderstood part of the Correction Enterprises' mission. Mike clarified these thoughts by saying, "We take our jobs very seriously and strive to create an environment that lends itself to an inmate changing for the better. You can try to build their confidence, provide compliments, attempt to instill motivation and improve their self esteem, but you can only help someone if they first want to help themselves."

At the conclusion of the plant tour Mike was asked what he hopes an inmate will carry away with them upon their release. He said, "I hope he will leave with confidence in himself and his abilities, confident with the knowledge that he has paid his debt to society and can assimilate back into the general public prepared to be a productive and contributing citizen."

# Quick Copy Plant

Mary Helen Bullard is the Plant Manager of the Correction Enterprises' Quick Copy Plant at the North Carolina Correctional Institution for Women (NCCIW) in Raleigh. She manages eleven Enterprises' staff and fifty inmate employees.

Mary Helen pointed out that a job at Correction Enterprises encourages and fosters self-improvement and responsible behavior from the inmates. She puts great emphasis on reminding her staff of the importance of "talking the talk" and "walking the walk" when it comes to setting positive examples for their inmates. "It would be extremely difficult for us to expect the best from our inmates if we do not exemplify what we are asking and requiring of them. That's why it's paramount that we operate in a professional, ethical and fair manner. As a result, our inmates understand that any instance of misbehavior or policy breaches may result in the loss of their job just as it might in the civilian job sector."

Mary Helen specifically wanted to highlight their Digital Printing Apprenticeship Program. Working in unison with the North Carolina Department of Labor (NCDOL), a program was established in June 2008 that provides eleven hours of classroom instruction and culminates in 4,000 hours of on-the-job training within the plant. Areas of focus include safety training, composition, print operations, bindery operations and warehouse training. Upon successful completion of the program, inmates are awarded a certificate from the NCDOL designating them as a Digital Printing Journeyman. The certificate carries substantial weight within the printing industry and will prove to be a valuable component of an inmate's job search resume once released from incarceration.

As we prepared to leave Mary Helen with her plant management duties, we asked her if she ever felt it was a waste of time trying to "help an inmate improve themselves." She paused for a moment as she collected her thoughts and said, "No, I think what we are trying to accomplish is a good thing, a necessary thing in that we hope we don't see these inmates return to prison after release. Anytime there is a good chance that your efforts may contribute to society in a positive way, it's never a waste of time."



## Apprenticeship Graduation

The North Carolina Department of Labor together with the North Carolina Correctional Institution for Women, Correction Enterprises Quick Copy Center and Wake Technical Community College will graduate its first female inmate who has earned enough credits to become an apprentice Duplicating Services Production Specialist.

Karen Everett has been incarcerated since 2001, but when she walks out of NCCIW in 2011 she will leave with more than her personal possessions and a prison record. She will have earned her Duplicating Services Production Specialist apprenticeship certification, and with her two years of on-the-job experience, she'll be able to earn a competitive wage in North Carolina. "One of the major problems when inmates are released is finding a job and having the ability to market themselves to potential employers," says Karen. "This program makes me feel like I have a better chance in the free world to live a normal life, and to be able to reach and exceed my goals."

During her two years as a student, Karen will complete 10 weeks of classroom instruction and a minimum of 4,000 hours of hands on training in duplicating production skills and tasks. A large portion of the classroom instruction involves the use of computers. Each person is assigned a laptop computer for the duration of the class. The laptops are used in training of various software such as CorelDraw, MS Office Suite and Adobe Creative Design Suite. The 4,000 hours of hands on training will involve the use of high-speed duplicators and a significant number of bindery equipment.

"Working for Correction Enterprises has always been both a pleasure and a challenge." Karen said, "The apprenticeship program gave me hope that I would have something to show for the time I have done and that has made my time go by faster."



# Janitorial Products Plant

Forrest Fesperman is the Plant Manager of the Correction Enterprises' Janitorial Products Plant at Warren Correctional Institution in Warrenton. He manages an Enterprises' staff of fourteen and inmate work force of 72. In October 2007, the Janitorial Products Plant moved from Harnett County to a state-of-the-art facility in Warren County. The new facility afforded the plant a much larger manufacturing space and has facilitated the opportunity for them to expand into projects that may not have been possible within the confines of the old plant. One such opportunity that arose and are currently involved with is an organization called Mission to Provide a Cleaner Tomorrow, Inc. (MPACT).

MPACT was established in October 2006, operating as a non-profit organization with the premise of helping fulfill the basics of hygiene care to populations worldwide. Their vision is to put basic hygiene supplies where needed with the help of partners who are already established within the giving arena. Their initial project in Jamaica in 2007 culminated in delivery of over 1,000 personal care relief kits to people who have little to no access to soap, shampoo, toothpaste and other items often taken for granted.

In November 2008, the Janitorial Products Plant developed a business relationship with MPACT in which Correction Enterprises would begin providing a truckload of soap and/or body wash each month to MPACT, who in turn would distribute it to a relief organization known as World Vision. World Vision is dedicated to helping children and their communities worldwide reach their full potential by tackling the causes of poverty. Thus far, soap products manufactured by Correction Enterprises have reached the continents of Asia, Africa and South America.

Forrest seemed to take great pride in the fact that Correction Enterprises could have such far-reaching influence in helping others less fortunate than ourselves. "Lack of proper hygiene can have fatal consequences for children in the developing world. It's estimated that two to three million children worldwide die from diarrhea each year and many, if not most, of those deaths could be prevented through access to the most basic of hygiene measures — washing hands with soap and water."

We asked Forrest how this project, and other more localized ones, are looked upon by his inmate employees. He says that, "It's quite obvious in their words and their actions that they feel they are doing an important and necessary thing. What's more is they do it willingly. You can see the self-gratification and motivation they exhibit in their daily tasks. They seem to grasp and flourish on the idea of being involved with something much bigger than themselves."



**"It's quite obvious in their words and their actions that they feel they are doing an important and necessary thing."**

**- Forrest Fesperman, Janitorial Plant**



“Our goal is to help these inmates achieve a marketable skill through a certified sponsored program that is recognized on a state, and in many cases a federal basis that indicates a journeyman’s level of training, education and expertise has been successfully completed.”

- Mike Winstead  
Print Plant



For the past couple years the Enterprises Print Plant has been able to submit entries for a PICA Award from work printed throughout the year. PICA stands for Printing Industries of the Carolinas Association. This Association is well recognized in the printing industry, paving the way for industry standards and training among printing professionals. In 2008, the Print Plant was awarded the Award of Excellence in the Misc/Specialty/Novelty category for the Let’s Go Fishing Playing Cards submitted for printing by the North Carolina Wildlife Commission.

# Print Plant

Mike Winstead, a Correction Enterprises Supervisor IV, supervises seven Enterprises staff and oversees the pressroom at the Enterprises' Print Plant located within Nash Correctional Institution in Nashville, NC. He's been employed with Correction Enterprises for twelve years and has been instrumental in developing, administering and monitoring the various North Carolina Department of Labor Apprenticeship programs offered by the plant.

Mike was asked to explain how the programs are developed and administered. "An Apprenticeship program is developed through a collaborative effort between the NC Department of Labor (NCDOL), Correction Enterprises and, in many cases, the North Carolina Community College System. We have apprenticeship programs ranging in completion length from two to four years. The plant's apprenticeship chairperson administers the program through records maintenance, completing all forms, forwarding information to the NCDOL representative, and making any necessary contacts regarding the program."

Mike spoke with thorough knowledge and understanding of the process and continued to enlighten us: "Here at the Print Plant we are 'hands-on' working to train and supervise inmates while helping them develop skills in all aspects of the print industry. Inmates are trained by well-skilled, experienced staff members who have mostly come from commercial print shops where quality and deadlines are a high priority. These staff members strive to mold each inmate into a person who cares about what they are creating and will take pride in knowing they have made a product that is more than comparable in quality and professional appearance to anything produced outside of the fences. Hopefully, by instilling this mindset and work ethic, they will make it a part of their daily life and change the way they think about all things--- to make it the best it can be."

Mike was asked what Correction Enterprises hopes to achieve through the various apprenticeship

programs it offers inmates. He pondered the question a moment and replied, "Our goal is to help these inmates achieve a marketable skill through a certified sponsored program that is recognized on a state, and in many cases a federal basis that indicates a journeyman's level of training, education and expertise has been successfully completed. Also, we hope it provides the inmate a sense of self-gratifying accomplishment and achievement."

When asked if he ever feels like it is a waste of time working with inmates in an apprenticeship program, Mike responded without hesitation, "Helping to train an individual in an area that will potentially help him in the future or at least have the opportunity to positively change his self-image and outlook on life is never a waste of time. Society needs more opportunities for inmates while incarcerated to help them prepare for the future. Correction Enterprises has a huge impact on the apprentice work force in the most positive way. The inmates are fortunate to have the opportunity to gain the knowledge of experienced staff who know the trade and/or products that are being manufactured. In my experience, it has been quite obvious that the inmates are mentally hungry to learn about all aspects of their craft resulting in a better product and employee."

As the conversation was concluded, Mike was asked a final question: What do you hope inmates will carry away with them upon successful completion of a program? In a kind of reflective pause, Mike responded, "I would hope that inmates would finish their apprenticeships with pride in knowing that they successfully completed the training required of a two-, three-, or four-year journeyman's certificate program and would be confident that their skills are fine tuned and marketable in most any commercial print shop around the country. I would also hope they would leave with a heightened confidence in their technical skills, self-image and betterment as human beings able to positively contribute to their employer, community and society in general."

## BALANCE SHEET For June 30, 2009

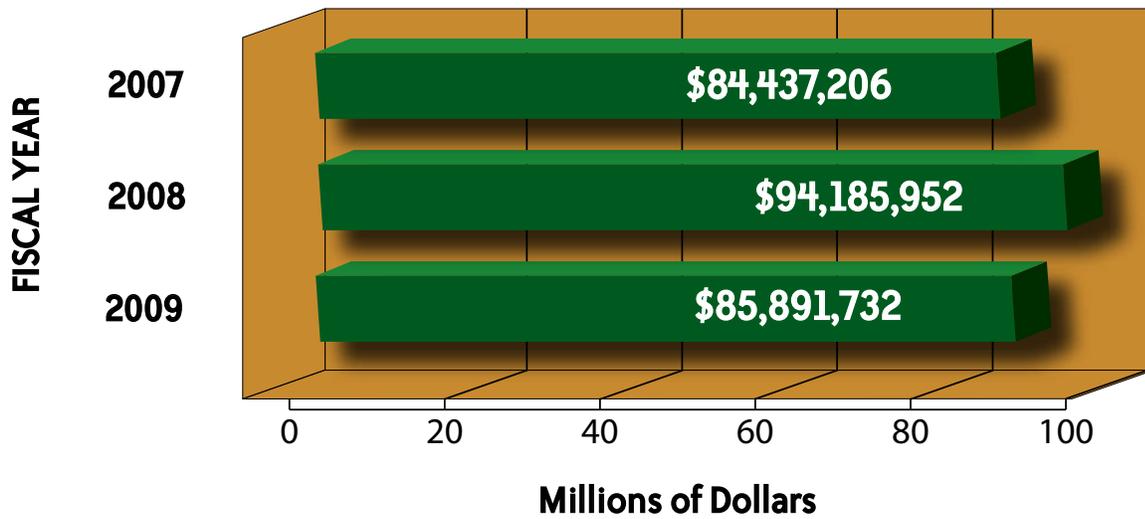
Current Assets	Cash	\$10,147,996
	Accounts Receivable	11,136,341
	Less Allowance for Bad Debt	-
	Raw Material Inventories	12,111,082
	FG Inventories	7,043,600
	Investment	-
	<b>Total Current Assets</b>	<b>\$40,439,019</b>
Fixed Assets	Plant and Equipment	\$90,460,758
	Less Accumulated Depreciation	(43,745,142)
	<b>Net Plant and Equipment</b>	<b>\$46,715,617</b>
Other Assets	Construction in Progress	\$109,848
	<b>TOTAL ASSETS</b>	<b><u>\$87,264,484</u></b>
<b>LIABILITIES AND FUND EQUITY</b>		
Current Liabilities	Accounts Payable	\$4,782,476
	Accrued Payroll	16,300
	Sales Tax Payable	-
	Due to Other Funds	104,424
	Deferred Revenue	10,289
	<b>Total Current Liabilities</b>	<b>\$4,913,490</b>
Long Term Liabilities	Compensated Absences	\$2,091,806
	<b>TOTAL LIABILITIES</b>	<b><u>\$7,005,296</u></b>
Fund Equity	Contributed Capital	\$20,313,000
	Retained Earnings	59,946,188
	<b>TOTAL LIABILITIES &amp; FUND EQUITY</b>	<b><u>\$87,264,484</u></b>

## STATEMENT OF INCOME For the Fiscal Year July 1, 2008 to June 30, 2009

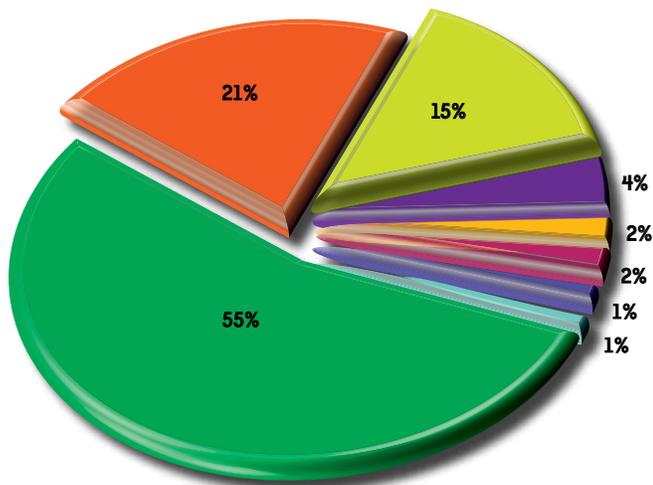
<b>OPERATING REVENUES</b>	Sales	\$85,623,828
	Miscellaneous Revenue	267,903
	<b>Total Operating Revenues</b>	<b>85,891,732</b>
<b>COST OF SALES</b>		<b>72,443,513</b>
<b>GROSS MARGIN</b>		<b>\$13,448,219</b>
<b>OPERATING EXPENSES</b>	Selling and Administrative Expenses	6,175,932
	Depreciation Expenses	3,653,752
	Bad Debt	-
	<b>Total Operating Expenses</b>	<b><u>\$9,829,684</u></b>
<b>OPERATING INCOME</b>		<b>\$3,618,535</b>
<b>NON-OPERATING REVENUE</b>	Gain (Loss) on Disposition of Assets	(65,075)
	<b>Income Before Operating Transfers</b>	<b>\$3,553,460</b>
<b>OPERATING TRANSFERS</b>	Transfers Out	3,157,627
	Inmate Labor	3,272,154
	<b>Total Transfer to Other Funds</b>	<b>\$6,429,782</b>
<b>NET INCOME (Loss)</b>		<b><u>(\$2,876,321)</u></b>

\*Includes \$2,622,018 of Correction Enterprises Internal Sales.

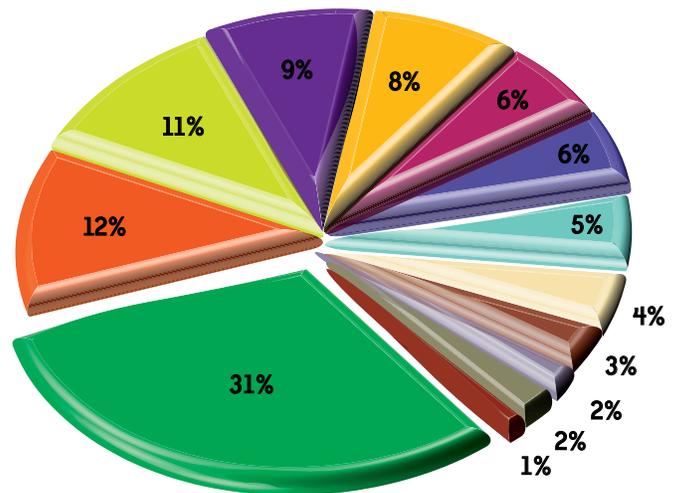
# SALES OF GOODS & SERVICES



## 2009 SALES BY CUSTOMER



## 2009 SALES BY PRODUCTS



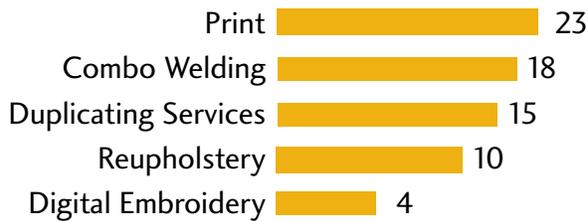
- Department of Correction
- Department of Transportation
- Other State Agencies
- Hospitals
- Cities & Counties
- Public Schools
- Colleges & Universities
- Non-Profit Agencies & Employee Sales

- Food Products (Farm, Cannery, Meat Processing)
- Laundries
- Sewing Products
- Paint Products
- Signs
- Print & Duplicating
- Optical
- Janitorial Products
- License Plates
- Oil & Oil Related Products
- Metal Fabrication
- Upholstery & Reupholstery
- Woodworking Operations

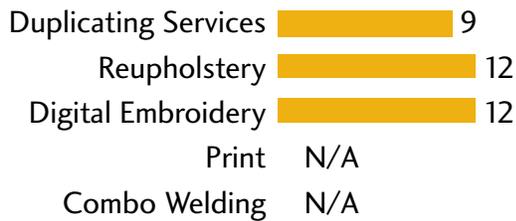
Most of our apprenticeship programs have two parts to them; the related instruction (RI) that is usually provided by a community college, and the on-the-job training (OJT) that is the actual apprenticeship training located at the various plants. The Department of Labor currently requires both portions for the award of the Journeyman Certificate. Print has the longest running program since 1983; it was “grandfathered” into the apprenticeship program without the current requirements for related instruction.

Over the last year and a half, Correction Enterprises has started apprenticeship programs in Digital Service Production Specialist, Digital Design and Embroidery and Reupholstery. We are working on establishing others over the next year in Sewing and Auto Mechanical Drawing/Auto Cad.

### CURRENTLY ENROLLED IN APPRENTICESHIP



### CURRENTLY ENROLLED IN RELATED INSTRUCTION



### GRADUATES OF RELATED INSTRUCTION



### TOTAL GRADUATES OF APPRENTICESHIP



# YEAR IN REVIEW OF INDUSTRIES

**CANNERY OPERATION** Director: Andy Artola  
Manager: Chris Barnhill Assistant Manager: Jeffery Lassister  
Plant Location: Tillery, NC Number of Staff: 7  
Number of Inmates: 77

**PRODUCTS PRODUCED:** Apple Juice, Green Beans, Sliced Carrots, Collard Greens, Sweet Corn, Pinto Beans, Lima Beans, Black-eyed Peas, Great Northern Beans, Orange Juice, Sweet Tea, Unsweetened Tea, Beans-N-Tomato Sauce, Sweet Potatoes, Sliced Squash, Turnip Greens, Fruit Punch, Orange Drink, Grape Drink Base, and Light Pancake Sryup.

**NEW PRODUCT OR EQUIPMENT:** Purchased a new tractor and refrigeration trailer.



**FRESH PRODUCE WAREHOUSE** Director: Andy Artola  
Manager: Larry Sorie Plant Location: Tillery, NC Number of Staff: 6  
Number of Inmates: 20

**PRODUCTS PRODUCED:** Receives, stores and ships fresh produce to all prison facilities. Also ships fresh eggs. Inmates process and package farm produce on seasonal products.

**FARM OPERATION** Director: Andy Artola, Manager: Phil Sykes,  
Assistant Plant Manager: James Walker/Dwight Blowe  
Plant Location: Tillery, NC Number of Staff: 17 Number of Inmates: 170

**PRODUCTS PRODUCED:** Currently cultivates sweet corn, squash, collards, turnip greens, cabbage, sweet potatoes, soybeans, wheat and oats. Annually produces 30,000 cases of fresh eggs. Cares for 450 feeder calves. Also produces daylillies, wetland plants, and ornamental trees.

**NEW PRODUCT OR EQUIPMENT:** Completed construction of the Migratory Waterfowl Enhancement area consisting of 77 acres. Inmates will now have the opportunity to learn first hand the management skills associated with wildlife and waterfowl enhancement.

**INMATE ACCOMPLISHMENTS:** Inmates working with poultry received training for Avian Influenza. This training provides information and awareness to operate in these areas according to the standards set forth by the State Health Departments.

**FUTURE PLANS/GOALS:** Continue to expand the roadside tree project with Department of Transportation. Increase the sales of wetland plants to various agencies to enhance lakes and waterways in North Carolina.

**JANITORIAL PRODUCTS PLANT** Director: B.P. Tailor  
Manager: Forrest Fesperman Assistant Plant Manager: Charles Faires  
Plant Location: Norlina, NC Number of Staff: 14 Number of Inmates: 72

**PRODUCTS PRODUCED:** Floor care products, wear wash and laundry products, sanitizers and disinfectants, MPACT bar soap, auto, truck and garage cleaning products.

**NEW PRODUCT OR EQUIPMENT:** American Correctional Association (ACA) accreditation. Introduced a new line of sanitizers, disinfectants and cleaners for the prisons and schools. Formulated a change of potassium hydroxide 45% to sodium hydroxide 50% for a cost savings of approximately \$200,000 per year.

**EMPLOYEE ACCOMPLISHMENTS:** All personnel, including plant staff and dish washing technicians, contributed to the effort of the ACA accreditation.

**FUTURE PLANS/GOALS:** The transfer and start-up of manufacturing trash bags, growing the MPACT business to a truck load of product per month, and increase sales to schools across the state.



**LAUNDRY PLANTS** Director: Ron Young

Manager: Phil Vennero Plant Location: Raleigh, NC Number of Staff: 2 Number of Inmates: 10

**PRODUCTS PRODUCED:** Involved in the processing of textiles for Central Prison including hospital linens, mental health, clothes house, and death row.

**NEW PRODUCT OR EQUIPMENT:** Completely renovated laundry in preparation for the American Correctional Association (ACA) audit that was performed in June 2008. Revised/reviewed all Central Prison Laundry procedures to align with American Correctional Association

tion (ACA) policy. We have cultivated a maintenance staff of inmates, without further cost to Correction Enterprises.

**INMATE ACCOMPLISHMENTS:** Inmates are required to complete quizzes to show they have and fully understand the major in-services conducive to the mission of Correction Enterprises.

**FUTURE PLANS/GOALS:** We continually review our process and procedures to ensure that we conduct ourselves in an efficient manner, conducive to the mission of Correction Enterprises.

**Manager:** J.E. Sluder **Assistant Plant Manager:** Randall Cole

**Plant Location:** Asheville, NC **Number of Staff:** 8 **Number of Inmates:** 56

**PRODUCTS PRODUCED:** Laundry Services.

**NEW PRODUCT OR EQUIPMENT:** In 2008, the parking lot and parking area for laundry vehicles was resurfaced and new surveillance system was approved. Realigned accounts in order to save expenses on mileage and repairs for all laundry plants.

**Manager:** John Sasser **Assistant Plant Manager:** Ron Barrier

**Plant Location:** Morganton, NC **Number of Staff:** 9 **Number of Inmates:** 56

**PRODUCTS PRODUCED:** Laundry Services.

**NEW PRODUCT OR EQUIPMENT:** Route realignment project to save miles and cost to taxpayers. Installed new phone system with intercom, hold and paging options. Purchased a new crew cab pick-up truck and box truck, also a new 600-pound industrial washing machine was purchased to replace the last old chart controlled washers. The entire wash line now has modern electronically controlled machines.

**EMPLOYEE ACCOMPLISHMENTS:** Procedures have been constantly monitored and enhanced to maintain the best quality products and services for our customers. We received the eighth consecutive year as an accident-free facility, due to our staff's "Safety-First" attitude. **FUTURE PLANS/GOALS:** Modify and expand loading dock area; this will free up much needed space on the plant floor.

**Manager:** Kenneth Green

**Plant Location:** Butner, NC **Number of Staff:** 7 **Number of Inmates:** 43

**PRODUCTS PRODUCED:** Laundry Services.

**NEW PRODUCT OR EQUIPMENT:** Installed new air compressor room, added two new air compressors, installed emergency exit in maintenance hallway, installed new 400-pound gas dryer and 600-pound washer, built new card washer for sanitizer cards used by hospitals, painted inside and replaced siding on the building.

**EMPLOYEE ACCOMPLISHMENTS:** Donnie Hite (maintenance mechanic III) saved Correction Enterprises \$80,000 by building a cart washer. Buying a new one would cost approximately \$85,000, he built one for less than \$5,000.

**FUTURE PLANS/GOALS:** Build a new boiler room and install new boiler for steam.

**Manager:** Barry Robbins **Assistant Plant Manager:** Bob Gianettino

**Plant Location:** Goldsboro, NC **Number of Staff:** 15 **Number of Inmates:** 77

**PRODUCTS PRODUCED:** Laundry Services.

**NEW PRODUCT OR EQUIPMENT:** Dye test for gray t-shirts done at the facility, actual wear test to be done at Sampson Correctional Institution. Replaced scales in soiled linen receiving department and replaced dock levelers.

**EMPLOYEE ACCOMPLISHMENTS:** Manager, Barry Robbins completed the Correctional Leadership Development Program (CLDP) and graduated.

**FUTURE PLANS/GOALS:** Start research on ozone washing, the benefits might be a savings on hot water used in the wash process. Plans are in place to replace a washer/extractor machine.

**Manager:** Mike King **Assistant Plant Manager:** John Bink

**Plant Location:** Wilmington, NC **Number of Staff:** 10 **Number of Inmates:** 50

**PRODUCTS PRODUCED:** Laundry Services.

**Manager:** Mark Guyton **Assistant Plant Manager:** Thelma Smith/Anthony Danks

**Plant Location:** Clinton, NC **Number of Staff:** 25, **Number of Inmates:** 188

**PRODUCTS PRODUCED:** Laundry Services.

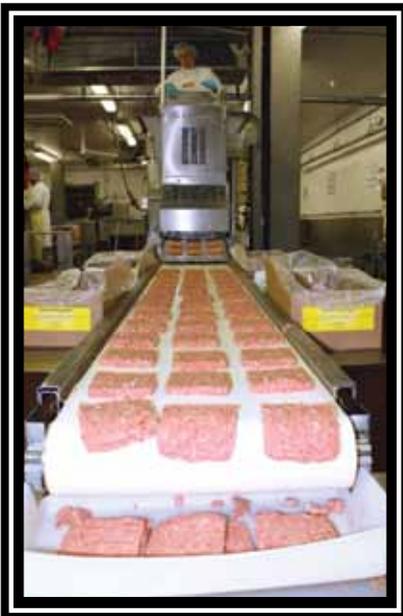
**MEAT PROCESSING PLANT** **Director:** Andy Artola

**Manager:** Don Adams **Assistant Plant Manager:** Wayne Sasser

**Plant Location:** Lillington, NC **Number of Staff:** 16 **Number of Inmates:** 82

**PRODUCTS PRODUCED:** All meat and meat products consumed by the Department of Correction inmate population.

**NEW PRODUCT OR EQUIPMENT:** Completed work with Department of Correction Food Service Director on creating new and improved formulations to assist in cutting food cost, meeting all American Correctional Association (ACA) standards and nutritional values requirements.





Replaced some refrigeration equipment and added trailers as well as some new processing equipment to meet our production needs.

**INMATE ACCOMPLISHMENTS:** Inmates complete continual safety training.

**FUTURE PLANS/GOALS:** Complete replacement of refrigeration equipment used in processing, storage, loading and receiving areas. Continue working with NCDOA Meat and Poultry Inspection Division in maintaining our record within the regulations and rules of sanitation, cleanliness, safe food handling procedures, and safety.

**METAL PRODUCTS PLANT** Director: Mike Baldwin  
 Manager: Clayton Wright Assistant Plant Manager: Bob Napier  
 Plant Location: Polkton, NC Number of Staff: 8 Number of Inmates: 71

**PRODUCTS PRODUCED:** Custom stainless steel kitchen equipment: tables, sinks, and hoods; custom mild steel products: beds, lockers, shelving, laundry carts and grills.

**NEW PRODUCT OR EQUIPMENT:** Large projects completed for NC Central University, Tabor Correctional Institution and Appalachian State University. Installed a new 35 ton Cincinnati Proform Press brake for bending metal.

**INMATE ACCOMPLISHMENTS:** Thirteen inmates graduated from the welding apprenticeship program.

**FUTURE PLANS/GOALS:** Increase productivity in plant. A future apprenticeship program for Computer Assisted Drafting (CAD) and Metal Fabrication.

**OPTICAL PLANT** Director: Robert Leon  
 Manager: Phil Driver Assistant Plant Manager: Tony Hendricks  
 Plant Location: Nashville, NC Number of Staff: 11 Number of Inmates: 55

**PRODUCTS PRODUCED:** Eyeglasses for Division of Medical Assistance (Medicaid), Commission for the Blind, Vocational Rehab, NC State employees, employee safety eyewear, NCHC (Health Choice), state employees and inmate eyeglasses.

**FUTURE PLANS/GOALS:** Renovations to the office due to new staff and new equipment. Also looking to obtain a mobile optical vehicle.

**PAINT PLANT** Director: B.P. Taylor  
 Plant Manager: Steve Jacobson Assistant Plant Manager: Tony Radford  
 Plant Location: Smithfield, NC Number of Staff: 10 Number of Inmates: 63

**PRODUCT PRODUCED:** Produces traffic paint, architectural coatings, trash liners and rain barrels.

**PRINT PLANT** Director: Robert Leon  
 Plant Manager: Phil Rowe Assistant Plant Manager: Joe Jones  
 Plant Location: Nashville, NC Number of Staff: 20 Number of Inmates: 105

**PRODUCT PRODUCED:** Letterheads, brochures, forms and many other types of offset printed material.

**NEW PRODUCTS OR EQUIPMENT:** Produced several new large four-color process jobs such as the Correction Enterprises Annual Report and The Wine Map for Department of Commerce. The plant is currently gathering information for special certifications that are available to "green" printers.

**EMPLOYEE ACCOMPLISHMENTS:** Julie Williams received the Outstanding Customer Service Award and Leon Pelletier received the Outstanding Quality Award at the Employee Appreciation Picnic this year. The plant also received a PICA (Printing Industries of the Carolinas Association) Award for the printing of Playing Cards for the Wildlife Commission.

**INMATE ACCOMPLISHMENTS:** Print Plant Apprenticeship Program graduated 16 inmates in a special ceremony in August 2008.

**FUTURE PLANS/GOALS:** The print plant is always looking for ways to improve the process, expand our capabilities and reduce production times. An additional long-term goal is a plant expansion.

**QUICK-COPY PLANT** Manager: Robert Leon  
 Manager: Mary Helen Bullard Assistant Plant Manager: Beverly Sanders  
 Plant Location: Raleigh, NC Number of Staff: 11 Number of Inmates: 45

**PRODUCT PRODUCED:** Brochures, booklets, posters and banners. Provides services such as mounting posters to foam board and laminating.



**NEW PRODUCTS OR EQUIPMENT:** New OCE 6160 printer

**INMATE ACCOMPLISHMENTS:** Started an apprenticeship program for the inmate staff.

## **REUPHOLSTERY PLANT** Director: Mike Baldwin

**Manager:** Ron Sherrill **Assistant Plant Manager:** David Livengood

**Plant Location:** Taylorsville, NC **Number of Staff:** 3 **Number of Inmates:** 45

**PRODUCTS PRODUCED:** New furniture, reupholster furniture, mattresses, pillows, shower curtains, and mattress covers.

**NEW PRODUCT OR EQUIPMENT:** Completed recovering furniture for UNC Charlotte valued over \$125,000 for July and August 2008.

**INMATE ACCOMPLISHMENTS:** Ten inmates from Pamlico Correctional Institution have entered into the North Carolina Department of Labor (NCDL) program for an apprenticeship.

**FUTURE PLANS/GOALS:** Encourage more inmates to enroll and graduate from the NCDL apprenticeship program.

## **SEWING PLANTS** Director: B.P. Tailor

**Manager:** Mike Jenkins **Assistant Plant Manager:** Sharon Jones

**Plant Location:** Laurinburg, NC **Number of Staff:** 9 **Number of Inmates:** 132

**PRODUCTS PRODUCED:** Inmate boxer shorts, T-shirts, bed sheets, bath towels, cook's aprons, thermal tops and bottoms, industrial wiping cloths, and pillow cases.

**NEW PRODUCT OR EQUIPMENT:** In the process of manufacturing inmate grey T-shirts for a pilot program to be conducted at Sampson Correctional Institution and Sampson Laundry.

**EMPLOYEE ACCOMPLISHMENTS:** Sharon Jones was presented with Correction Enterprises' Employee of the Year Award. She was selected for the 2008 Southeastern Correction Industries Association state Staff Excellence Award and awarded the 2008 National Correction Industries Association Staff of Excellence Award.

**FUTURE PLANS/GOALS:** Setup an inmate apprenticeship program.

**Manager:** Cheriell Smith **Assistant Plant Manager:** Jennie Tedder

**Plant Location:** Whiteville, NC **Number of Staff:** 9 **Number of Inmates:** 115

**PRODUCTS PRODUCED:** Officer and maintenance shirts for Division of Prisons, NC

Correction Enterprises' uniform shirts, NC Ferry khaki and navy shirts, female maternity shirts, eyeglass cases, female terry cloth bathrobes, blankets, vinyl aprons, and gray hospital gowns.

**NEW PRODUCT OR EQUIPMENT:** The creation of terry cloth bathrobes and night gowns. All officer shirts were changed from light blue to navy blue. Newly purchased Five Thread Safety Stitch, Cover Stitch, Brother Single Needle, Double Needle Hemmer, Button Sew, Button Hole, Brother Bartack and Cutting Knife.

**EMPLOYEE ACCOMPLISHMENTS:** With the addition of the new products, the employees used their supervisory skills to complete orders in an acceptable time. They cross-trained and motivated inmate staff so that we could control our workload.

**FUTURE PLANS/GOALS:** Set up an inmate apprenticeship program.

**Manager:** Charlie Martin **Plant Location:** Burgaw, NC **Number of Staff:** 10 **Number of Inmates:** 61

**PRODUCTS PRODUCED:** Officer and inmate pants, inmate shirts, inmate jackets, Ferry pants, North Carolina Correction Enterprises jackets, cook coats, lab coats, health care coats and Battle Dress Uniform (BDU) pants.

**Manager:** Michael McIntyre **Assistant Plant Manager:** Robert Kaldahl

**Plant Location:** Elizabeth City, NC **Number of Staff:** 4 **Number of Inmates:** 36

**PRODUCTS PRODUCED:** Adopt-a-highway vests, embroidery projects, caps, recondition uniform shirts for Central Supply, aprons, pillowcases, wash cloths and towels.

**NEW PRODUCT OR EQUIPMENT:** Adopt-a-highway vests. New Heat Transfer System and another one on order. This system is basically a screen printing machine.

**INMATE ACCOMPLISHMENTS:** Digital design class under way and new sewing machine repair class.

**FUTURE PLANS/GOALS:** Continue to work hard creating quality products and helping our fellow sewing plants when needed.

**Manager:** Steve Williams **Assistant Plant Manager:** John Burnett

**Plant Location:** Marion, NC **Number of Staff:** 10 **Number of Inmates:** 122

**PRODUCTS PRODUCED:** State inmate clothing, health care clothing, Ansi vests, jail overalls, assorted bags for state agencies, safety blankets, laundry dryer nets, cart covers and Department of Transportation hard hat covers.

**NEW PRODUCT OR EQUIPMENT:** Design on the new Ansi safety vest for Division of Community Correction field agents and Department of Transportation Adopt-a-highway. Replaced sewing machines with new machines manufactured by Brother, Juki, Kansai & Pegasus.



**EMPLOYEE ACCOMPLISHMENTS:** Successful inspections from American Correctional Association (ACA) auditors, assisting Marion Correctional Institution in their accreditation effort. Plant staff reviewed and updated procedures in chemical, MSDS, key and tool control.

**FUTURE PLANS/GOALS:** New layout of sewing plant machinery for improved product workflow. Continuation in development of new items for state agencies and state employee sales.

**SIGN PLANT** Director: Chuck Congleton

Manager: Danny Stanley Assistant Plant Manager: Tommy May

Plant Location: Bunn, NC Number of Staff: 32 Number of Inmates: 205

**PRODUCT PRODUCED:** Produces highway signs, engraved plastic signs, street name signs and decals.

**SIGN RECLAIMING PLANT** Director: Chuck Congleton

Manager: Donald Elam Assistant Plant Manager: David Smith

Plant Location: Carthage, NC Number of Staff: 2 Number of Inmates: 15

**PRODUCT PRODUCED:** Recycles road signage using Hydrostripper to be resurfaced at the Sign Plant. Shreds license tags for recycling.



**TAG PLANT** Director: Chuck Congleton

Plant Manager: Johnny McLamb Assistant Manager: Jimmy Evans

Plant Location: Raleigh, NC Number of Staff: 7 Number of Inmates: 61

**PRODUCT PRODUCED:** NC license tags.

**NEW PRODUCTS OR EQUIPMENT:** Addition of flat tags printed on Digitag Printer, three new Beckwood 58-ton presses, and one Precision Industries blanking press and one Digitag printer.

**EMPLOYEE ACCOMPLISHMENTS:** All employees and inmates completed safety training required by Department of Correction.

**FUTURE PLANS/GOALS:** Designing new graphic prints for license tags approved by the Department of Motor Vehicles.

**UPHOLSTERY PLANT** Director: Mike Baldwin

Manager: Charles Kerley Assistant Plant Manager: Larry Morrison

Plant Location: Taylorsville, NC Number of Staff: 6 Number of Inmates: 36

**PRODUCTS PRODUCED:** Office chairs and lounge furniture.

**NEW PRODUCT OR EQUIPMENT:** Introduced three new mesh back chairs, the Onslow Executive, Onslow Task, and the Onslow Guest chair. Purchased two new sewing machines and one new cutting table.

**WAREHOUSE OPERATIONS** Director: Robert Leon

Manager: Stephen Stewart Assistant Plant Manager: Kenny Perkins

Plant Location: Apex, NC Number of Staff: 21 Number of Inmates: 18

**SERVICES OFFERED:** Package and distribution, warehousing, moving services and logistics.



**WOODWORKING PLANT** Director: Mike Baldwin

Manager: Tass Jansen Assistant Plant Manager: Kevin Smith

Plant Location: Taylorsville, NC Number of Staff: 9 Number of Inmates: 60

**PRODUCT PRODUCED:** Produces bookcases, hutches, executive workstations, conference tables, and custom furniture.

**NEW PRODUCTS OR EQUIPMENT:** New designs for computer tables, round tables and TV cabinets. Major job completed for NC State University. Newly installed double Head Shaper, Mortiser, drill press, lathe, Inverted routers and new dux spray guns with (Green) Laminar Technology and a 2009 International Installation truck.

**EMPLOYEE ACCOMPLISHMENTS:** Created inlaid table tops, developing furniture from pallets and installing newly purchased equipment.

**INMATE ACCOMPLISHMENTS:** Rotating inmates every three months to ensure they have understanding of all aspects of the woodworking industry along with regular training classes.

**FUTURE PLANS/GOALS:** To improve our overall quality of products, come up with new ideas for making furniture and make sure employees are knowledgeable to operate the machines that the plant utilizes. Teach the inmates a trade or skill that once they are released so that they will be a productive citizen.

# Employee Spotlight

## Sharon Jones

...has made significant and sustained contributions.

Though Correction Enterprises is staffed with a full complement of talented and dedicated professionals, we would like to focus on a couple of notable accomplishments in our Spotlight section. Correction Enterprises employee Sharon Jones was honored nationally for "Superior performance and supervisory excellence."

Sharon, upon the recommendation of Correction Enterprises Director Karen Brown, was chosen from among seven candidates as the Staff Award winner for the Southeastern Correctional Industries Association (SECIA). The group presented the award to Sharon at a banquet in Wilmington on Oct. 21, 2008, recognizing her as one "who has made a significant and sustained contribution to a correctional industries program." The Staff Award is presented to employees who are in director or administrator positions. As assistant manager of Correction Enterprises' Scotland Correctional Sewing Plant, Sharon manages five supervisors and develops work schedules for inmates and employees to meet production demand. She ensures that adequate training and supervision are provided to inmates, prioritizes work and plans for the effective use of equipment, personnel and space.

As the regional winner, Sharon represented SECIA in the finals against nominees from the four other regions, for the National Correctional Industries Association (NCIA) Staff Award. And, in March 2009, Sharon was recognized as the National Correctional Industries Staff Person of the Year. Karen Brown nominated Sharon for the award as a result of her being named Correction Enterprise's 2008 Employee of the Year. The judging criteria for the National Staff Award included utilization of human resources, effectiveness in meeting goals and objectives and quality of service or contribution. This was the first Correctional Industries national honor for Correction Enterprises.



# B.P. Taylor

...devised an innovative plan.

Bhupendra (B.P.) Taylor is an Industry Director with North Carolina Correction Enterprises (NCCE) charged with the effective and efficient operation of the Janitorial Products Plant. On October 20, 2008, B.P. received the North Carolina State Employees' Award for Excellence in the Innovation category.

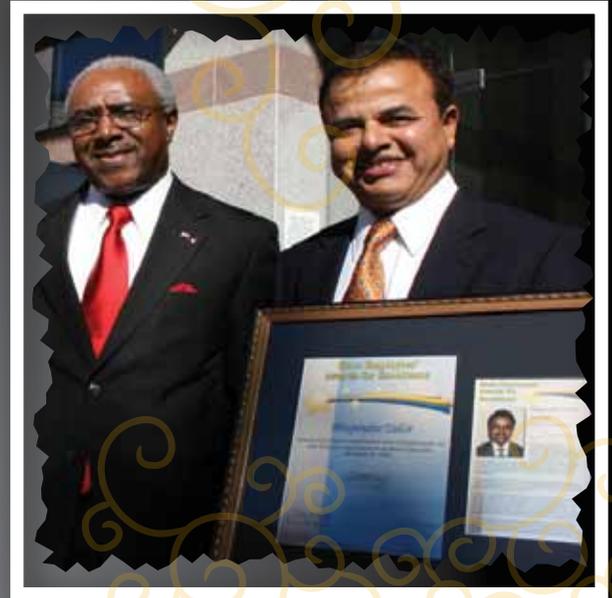
In October 2007, the Janitorial Products Plant moved from Harnett County to Warren County and, with the exception of one employee, hired a totally new staff. The same month the move was occurring, NCCE was approached by our largest customer, the Division of Prisons (DOP), to consider a major change in the formulation of our janitorial products. The DOP was seeking accreditation from the American Correctional Association (ACA), and chemical control was seen as one of the major challenges they would have to overcome to achieve certification. The time frame for implementation and accreditation was set for May 2008.

DOP's first request was to reformulate all of NCCE's chemicals to "green" chemicals. B.P. began a process of educating himself, management and the customer in "green" chemicals. As a result of his research, B.P. learned that the DOP did not need "green" chemicals, but rather chemicals that were rated with a Hazardous Materials Information System (HMIS) rating of 0 or 1, and/or have sufficient controls in place to satisfy the ACA standard. B.P. determined that 22 of 33 products needed to be reformulated.

B.P. devised an innovative plan; all products with an HMIS rating of 2 would be reformulated with less toxic or non-hazardous ingredients. For products with a rating of 3 or more, NCCE would attempt to reformulate to a lower hazard. If not successful, B.P. devised a plan to install dispensing systems to control the product. The dispensing systems would be installed and maintained by NCCE.

By the end of March, all ten ACA Correctional Facilities were operational with the new chemicals, dispensing systems and training in place. When the ACA Accreditation auditors began inspecting our facilities in May 2008, the Department of Correction received zero deductions in the area of chemical control.

As a result of B.P.'s innovative plan and determination, the DOP was able to accomplish its goal of chemical control. This new control has greatly improved the safety of all staff and inmates employed in prison environment. Consequently, this new system will now be institutionalized across the entire Division of Prisons.



# Giving Back

## AL HARE

When you talk about giving back, you talk about a lot of State Employees who go above and beyond the daily requirements of their job duties. Al Hare is a true example of this mantra. Al has been employed at the NCCE Sign plant for the last twenty years, currently as a quality control specialist.

In addition to his daily job responsibilities, Al organizes the annual golf tournament benefitting the Special Olympics of North Carolina. About ten years ago, there was considerable emphasis within Correction Enterprises to get involved in the Special Olympics Law Enforcement Torch Run. The purpose of the golf tournament is to raise money for Special Olympics of North Carolina through the Law Enforcement Torch Run program. The event is held at The River Golf Club, across from Lake Royale in Franklin County and usually has 100 to 120 people participating each year.

The community has benefitted greatly as a result of the yearly tournament. To begin with, there are more than 38,000 Special Olympics athletes in North Carolina and 84 cents of every dollar raised goes to directly support the athletes of Special Olympics. The funds raised by Special Olympics pay for athletic training and sports competitions for people with intellectual disabilities. These Olympic games help encourage their self esteem, confidence and facilitates an atmosphere of respect and equality between these individuals and the general public.

Al does not claim to be a great golfer, and has less time to golf since he has been involved with this fundraiser, but he truly understands that his hard work gives back to the community. Al gets a personal satisfaction from being involved with the tournament. He feels a personal satisfaction because he is able to help a segment of our population that needs all the support and assistance our society can give them. Al also has some relatives with developmental disabilities, so he has a personal interest in this charity and strives to make it a success each year.



*Al Hare (seated) registering golfers before the tournament.*





David Butterworth



## DAVID BUTTERWORTH

In today's fast paced world, do you ever feel there is not enough time to do everything you would like to get done? On Sunday evenings, do you find yourself wondering where the week went and pledge to "get more things done the next week?" Well, if you're David Butterworth, a supervisor at North Carolina Correction Enterprises Quick Copy Plant in Raleigh, NC, this scenario may not play out. That's because every Sunday from December 1 to May 31 he makes time to "give back" to others by working with a group of middle and high school students as an instructor in a Hunter Education Course.

His pupils are students, 12 years old and older, and his instruction covers a broad range of topics including hunter safety, firearms (rifle, shotgun, muzzleloader) training and archery as well as learning to navigate an orienteering course armed with only a compass. Passing the course would be quite a feat for most adults, but especially impressive for middle and high school students who may have had limited experience before they arrive. In addition to the actual hands-on activities, students must also take and pass a written test as a measurement of the knowledge and skills they acquire from the course. The combination of written material as well as the hands-on activities provides an excellent foundation and framework in preparing the students to be safe, diligent and informed about nature, other hunters and their surroundings. The written test is actually the same test required prior to obtaining a first-time hunting license in North Carolina.

The course starts in December each year and ends the following May. Their weekly activities are held at the San Lee Gun Club in Sanford, NC. The training is free to the students. The instructors volunteer their time and the gun club donates the use of the facility. With the help of grants from the National Rifle Association, arms and ammunition are also provided. Boys and girls are allowed to participate after their twelfth birthday and can return each year until they turn eighteen.

David's involvement with the course began about three years ago via an invitation by one of the rifle instructors. David jumped at the chance and has been there ever since. He says that each week during the months the course is offered, there are typically 50 to 60 students under the guidance and supervision of up to 12 volunteer instructors. In addition to the course's core components, David says that there are other sponsored events that occur such as a county competition. The winners of that event advance to a state level competition held each year. The annual state competition is sponsored by the North Carolina Wildlife Resources Commission and consists of both individual and team competitions. That event is normally held in April and draws several hundred spectators.

It was indicative throughout the course of conversation with David, that he has a passion and profound dedication to service. "I feel I am helping to enrich the lives of these students and teach them how to safely use firearms." In concluding the conversation with David, he was asked to sum up what he believes the course is trying to accomplish. He replied, "The students learn safe gun handling techniques and are provided the tools to, hopefully, become responsible hunters and stewards of their environment."

“What we donate financially via our ‘Rally’ comes back to us ten-fold in witnessing the profound joy and enthusiasm of the Special Olympians.”

- Joe Jones

## JOE JONES

Joe is the Assistant Plant Manager of the Correction Enterprises Print Plant located at Nash Correctional Institution in Nashville, NC. He’s been an Enterprises employee for nine years and has also been an active supporter of the Special Olympics of North Carolina. It is this aspect of his life that we took a few moments to delve into a little deeper.

Joe has been instrumental in putting together and coordinating an annual “Motorcycle Rally” fundraising event to support the Special Olympics of North Carolina. It’s an event encouraging ‘bikers’ to gather for some fellowship, fun, food and riding pleasure while at the same time raising money for a very worthy cause. All of the proceeds generated by the ‘Rally’ are donated to the Special Olympics of North Carolina.

According to Joe, “We’ve tried other fundraising events in the past with limited success, so we got to brainstorming and realized we had several ‘bikers’ here at the Print Plant and decided to attempt a ‘rally’ as a fundraiser. So far, we’ve had two rallies, each attracting about 80 to 90 participants and generating about \$3,200 each.”

Joe emphasized that the real satisfaction he experiences is the chance to “give back” to others less fortunate than himself and his family: “What we donate financially via our rally comes back to us ten-fold in witnessing the profound joy and enthusiasm of the Special Olympians. I like the feel-good feeling of giving and helping the Special Olympics participants experience the spotlight for a change.”

Upon the conclusion of the discussion, Joe was asked if and how his community benefits from the rally. Without hesitation he answered, “Definitely, I think our efforts continue to help bridge the gap of understanding between our community and those with special needs. We want those with special needs to feel they are an accepted and valued part of the community at large, and we hope we can encourage more Special Olympians to participate and flourish.”



Far Left - Phil Rowe, Print Plant Manager; Center- four Special Olympic participants; Far Right- Joe Jones.



# SUSAN ROGERS

Susan works at the Correction Enterprises Administrative Offices in Raleigh, NC and is an administrative secretary III who works directly for Correction Enterprises Director, Karen Brown. Susan has been employed with Enterprises for five years. In addition to her more than substantial full plate of duties, she has been intimately involved with the State Employees Combined Campaign (SECC) and the Special Olympics of North Carolina for several years.



State Employees Combined Campaign - Susan G. Komen in Memory of Kay Yow. 1st Row- Susan Rogers, Karen Brown, Angela Swartzendruber, and Carole Cox-Carroll. 2nd Row- Randy Green, Walter Evans and Gail McLamb

When we asked how she became involved with the two fund raising projects, Susan responded, "Five years ago, as I began my career with Correction Enterprises, I was asked if I would be interested in helping Enterprise Administration in promoting fund-raising events to help various charitable organizations, and I enthusiastically agreed. They are certainly very worthy and credible fundraising entities that allow North Carolina state employees and retirees the opportunity to contribute to charitable organizations that they may have a personal interest in. Virtually everyone has been touched or affected either directly or indirectly by these organizations."

Susan's passion toward "helping" is quite evident. Asked what she personally got from being involved with the SECC and Special

Olympics of North Carolina, Susan replied, "Personal gratification; it's the right thing to do. I show this gratitude by caring and sharing with others. My wish is that I can always be available and able to lend a helping hand to someone who may be suffering from the effects of an illness or disaster. I try to be an example by talking the talk and walking the walk. You know, I have so much to be thankful for and there are so many that are in need. The Special Olympics allow individuals with disabilities to experience the joy of competition, the thrill of achievement and the benefits of physical fitness – things most of us take for granted."

Susan said she felt that the community in general is affected by or realizes benefits as a result of these events. "Without question, they create a profoundly positive impact on human emotion and the bringing together of people for a common cause. Basic teamwork will help individuals in future endeavors and facilitates more harmonious interaction with the people they encounter. There is so much divisiveness in the world today that makes events such as these so important and necessary in that there are so many that need our help and encouragement."

**"I show this gratitude by caring and sharing with others. My wish is that I can always be available and able to lend a helping hand to someone who may be suffering from the effects of an illness or disaster. "**

**- Susan Rogers**



# CARLTON RICHARDSON

Giving back is just as important on the inside of state government as it is on the outside. Carlton Richardson does this on a daily basis for the employees who work for Correction Enterprises. Carlton is a staff development specialist II and has been with Correction Enterprises since August 2004. He agreed to share some of his thoughts on Enterprises' dedication to its continuing employee training and improvement efforts.

"We try to foster and encourage self-improvement, skill enhancement and responsible adult behavior in all staff," he said. Those attributes are also key components of Enterprises' quality initiative and continuous improvement efforts. Carlton emphasizes, "We

provide a service to our state, local and even in some cases, a broader national audience. We are very fortunate to have leadership that understands the high value of training, continuing education, and self-development which unites people in a shared vision, encourages loyalty, confidence and maximizes potential."

According to Carlton, North Carolina Correction Enterprises has adopted a training methodology whereby it involves the employees in training design and development. This training is called Quality Management. The initiative is a self-improvement, empowerment tool that provides feedback, and innovation in a competitive learning environment. Employees learn from their peers and are kept current on the latest issues and regulations affecting their industry. Each curriculum is tailored to meet specific and current needs of our industries.

When asked what Enterprises hopes to achieve through the various training initiatives, Carlton replied, "We hope to see more enhanced skill transfer from staff to inmate: more formalized industrial training for inmates in industry. We hope to customize leadership empowerment training for administrative and support personnel tailored to meet the specific, demanding requirements of support team personnel. Enterprises' hopes are to broaden the diversity training thru 'eLearning' thus creating a larger self-improvement program for all staff. We are striving to develop a Quality Network Site where we can get a maximum return in quality improvement training."

Carlton stressed, "The impact that Correction Enterprises has on the employees helps to build confidence that is consistent and leadership that is steady. Confidence engages people to function on higher levels. It fosters teamwork and reduces the glamour for individual pursuits and attention. There is no one-size-fits-all solution or a secret formula that you can learn at a motivational conference or training class. People learn differently at different paces, and they respond differently to specific training curriculums. Building a leadership culture requires discipline and commitment because transformation develops daily, not in a day."

As a conclusion to the conversation, Carlton was asked what he hopes Enterprises' employees will carry away with them when they complete a training session or class. "I'd have to say connectability, accountability, and empowerment. Also, it's very important for me to carry something away from a session. If I learn from them, then I have connected with them. I have found that people will listen and learn from you when they feel you are listening and learning from them. When people feel connected, they enjoy their work and the people in the organization around them. They become accountable and more productive. My passion is to see people soar. Each session is a test and opportunity to take someone to the next level where untapped potential lies. This is risky business because some people don't want their potential to be revealed, they want it to remain hidden, afraid that it will hold them accountable. Afraid someone might find out they can do more with less, that's where empowerment comes in and the realization that it's okay, in fact desired, to excel."



Carlton Richardson

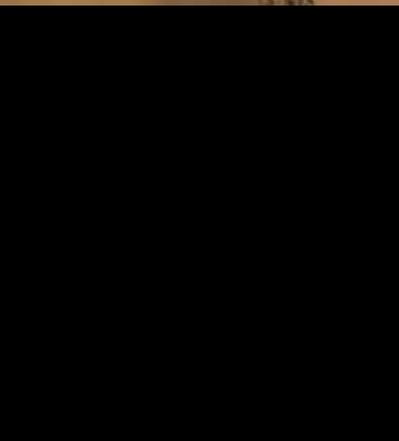
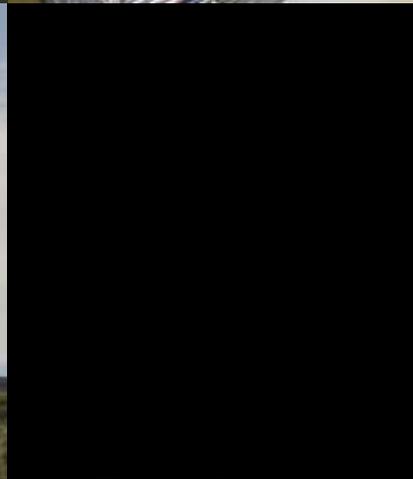
# OUR EMPLOYEES

KAREN A. BROWN, DIRECTOR

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**NCE EMPLOYEE OF THE YEAR** – SHARON JONES  
**OUTSTANDING CUSTOMER SERVICE** – JULIE WILLIAMS  
**WORKPLACE IMPROVEMENT** – WILLIE MURRAY  
**INMATE IMPROVEMENT/TRAINING** – WILLIAM PARKER  
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