



*North Carolina*



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



*2011 Annual Report*



**CORRECTION**  

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**ENTERPRISES**

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

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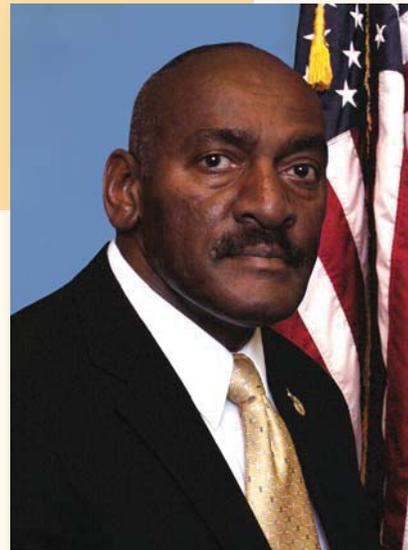
## *Support from Governor Perdue*



"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."

## *Support from Secretary Keller*

"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 inmates' transition back to their communities."



# Letter from the Director

To our valued Stakeholders and Customers,

At Correction Enterprises, we thank you for your continued interest and support. I am pleased to share our 2011 Annual Report highlighting our many industries and successes.

Correction Enterprises ended fiscal year 2010/2011 with total sales of \$90,933,796, our second highest sales year ever, representing an increase of 11.7% over the prior year. Sales continued to be strong in highway signage, janitorial supplies, and optical. Transfers from retained earnings to support the State's operating costs increased to a total of \$8.5 million. These transfers are used to support the N.C. Crime Victims Compensation Fund, the State General Fund and the Department of Correction's General Fund, and to pay for all inmate wages.

This fiscal year, Correction Enterprises began operations of its new Braille Industry. This industry will transcribe textbooks and other materials for sight-impaired students throughout the state. There are currently 17 inmates enrolled in transcription and textbook formatting training, working toward certification from the National Library of Congress. Production of textbooks is expected to begin in January 2012.

During the 2011 legislative session, Correction Enterprises was successful in eliminating the sunset date for the sale of products to state employees, state retirees, and local government employees. This means that employees can continue to take advantage of this benefit, particularly through the sale of eyeglasses, rain barrels, framing and matting. Correction Enterprises hopes to increase sales to employees by 50% this next fiscal year.

Correction Enterprises continues to focus resources on our most important product produced - a well trained inmate ready to re-enter society as a productive, law-abiding citizen. I am pleased to announce that Correction Enterprises has received a federal grant to continue efforts to market "The Hidden Workforce," an effort to educate employers on the economic and social benefits of hiring trained ex-offenders.

As you read this report, I invite you to take a closer look at Correction Enterprises' values and business practices. I think you will agree that, contributing to the mission of Correction Enterprises makes a difference, not only to the lives of offenders, but to the State of North Carolina. I appreciate all of your support this past year and in the years to come.

Sincerely,



Karen A. Brown  
Director



# Did You Know

- The Warehouse ships over 16,700 Correction Enterprises products statewide annually.
- It takes a chicken between 24 and 26 hours to lay one egg.
- The State of NC has 164 different specialty license tags.
- Correction Enterprises has developed a niche market in the construction of science laboratories at high schools, community colleges and universities. Science lab projects include case goods, phenolic resin tops, fume hoods and metal storage shelving.
- NC Correction Enterprises is a self-supporting agency and operates at no cost to taxpayers.
- The Optical Plant produces over 225,000 pairs of eyewear each year.
- Correction Enterprises shipped more than 900 pallets of textbooks last year to NC Public Schools.
- Chicken eggs can be white, brown, green, pink or blue depending upon the breed of the chicken.
- An average family of four purchases approximately 26 pounds of hot dogs in one year. The Meat Plant purchased and distributed 24,994 pounds of hot dogs in 2010.
- Correction Enterprises is a leader in fabricated items for cafeterias including: stainless steel serving lines, exhaust hoods, work tables, sinks and cashier stands for NC Public Schools.
- Road and highway signs, highway paint, highway worker safety vests and vehicle license tags are products manufactured by Correction Enterprises for the Department of Transportation.
- Most of the rural roads throughout the State linking small towns and commerce centers were built by inmate construction crews in the 1930s through the 1970s.

# Optical Plant



Opened in 1998 at Nash Correctional Institution, the Optical Plant initially produced eyewear for inmates within the N.C. Department of Correction. Services were then expanded to all Medicaid recipients in North Carolina through the Division of Medical Assistance. Later, the plant began to make eyewear for patients in state hospitals, students at the North Carolina School for the Blind and safety glasses for employees of public agencies. In recent years, the Optical Plant has begun to make eyewear for state employees. The Optical Plant is looking into expanding its sales to state employees in other geographical areas throughout the state. The Optical Plant has partnering opticians in Wilmington, N.C. and Greenville, N.C. The ultimate goal is to have 11-13 locations throughout the state, making it more convenient for all state employees and retirees to benefit from this program. This industry is producing over 225,000 pairs of eyewear each year. The plant employs 70 inmates and 12 staff.



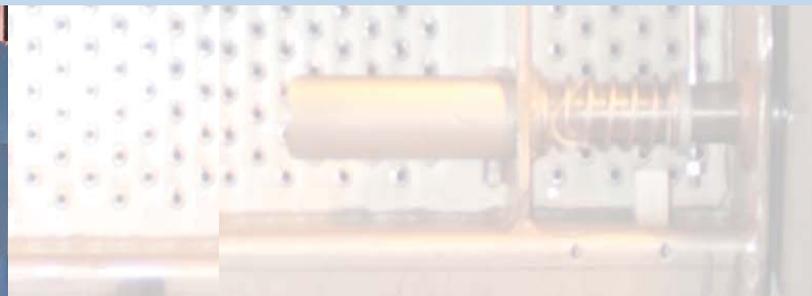
# Laundry



Correction Enterprises operates six laundries throughout North Carolina. The six laundries have a staff of 70 to oversee the work of 435 inmates. Today, the laundry operations process over 35 million pounds of linens each year.

The Division of Prisons, public hospitals and other laundry customers require a constant flow of clean linens and work clothing. The organized collection, laundering, sorting and timely delivery is an essential service to these organizations. Customers rely and depend on timely laundry services to enhance their operations.

Over the years, large prison laundry services have switched from conventional washers to modern equipment such as tunnel washers to meet the large and continuous needs of customers. Correction Enterprises inmates are trained and supervised to operate and maintain this large equipment. From rebuilding laundry irons to maintaining and upgrading the laundry boilers, Correction Enterprises laundries consistently maintain and upgrade equipment to comply with industry standards, while meeting the needs of its customers.





# D i s t r i b u t i o n

Located in Apex, N.C., the warehouse and distribution center provide support for Correction Enterprises Industries with 74,000 square feet of warehouse space and seven loading docks that accommodate the fleet of 13 tractors, 28 trailers and 3 box trucks.

Job skill training and work experience for 20 minimum custody inmates from Wake Correctional Center is the mission objective of the warehouse. Inmates are trained in the safe operation of forklifts for relocating goods to and from storage racks and transport trailers. Inmates also learn the art of loading and unloading truck trailers so that loads are properly organized for efficient delivery.

Of the 19 warehouse employees, 10 are long distance truck drivers; the remaining nine are supervisors, dispatchers, office administrators or managers. Warehouse drivers logged nearly one-half million accident-free miles this year, delivering quality products to schools, prisons, counties, municipalities and state agencies throughout North Carolina. Additionally, the warehouse operates a Package and Distribution Industry. School textbooks and instructional materials are distributed to local education agencies, and re-packaged automotive and heavy equipment lubricants are shipped to school bus garages, law enforcement transportation centers, Department of Transportation depots and Port Authority facilities.

At any point in time, as much as \$10 million worth of products are stored in the warehouse.



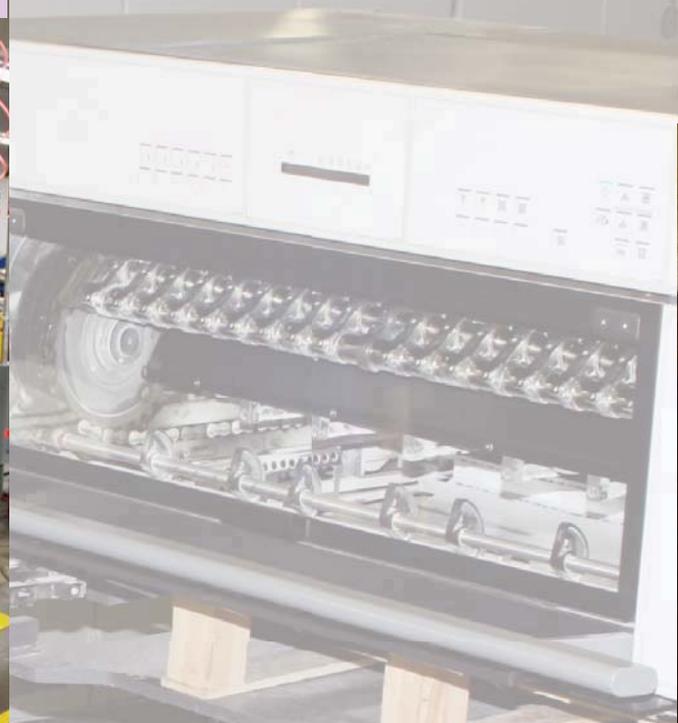
# Print Plant



Originally located in the Central Prison Complex in Raleigh, the Print Plant was relocated to Nash Correctional Institution in March 1994. Inmates working at the Print Plant have been able to participate in Department of Labor certified apprenticeship programs since 1986.

Under the management of Phil Rowe, the Print Plant employs 116 inmates and 21 staff. With sales of \$4.5 to \$5 million annually, it produces an average of 4,000 customer orders per year.

Typically, the plant maintains an average of \$550,000 of raw materials. It stocks 145 different paper products. From July 2010 through June 2011 the plant issued 14,834,421 sheets of printed paper and 27,636,645 printed envelopes to customers throughout North Carolina.



# Quick Copy Center

The Quick Copy Center was originally started near Central Prison in 1959 and was relocated to the North Carolina Correctional Institution for Women in September 2001.

Inmates working at the Quick Copy Center have been able to participate in Department of Labor certified apprenticeship programs since 2009.

Under the direction of Mary Helen Bullard, plant manager, the plant employs 50 inmates and 10 staff. It produces an average of 3,500 orders per year and maintains approximately \$100,000 of raw materials on hand including 100 different paper items.

In 2010, the plant added a framing operation as well as an office signage division in an effort to extend services to its customers.



# S a f e t y



North Carolina Correction Enterprises (NCCE) has a long history of concern for maintaining safe work conditions in its facilities, and even has a position dedicated solely to promoting workplace safety and environmental awareness. Billy Robbins, NCCE safety officer, conducts regular safety training programs, facility inspections, and, when necessary, accident investigations. Even with NCCE's strong focus on workplace accident / injury prevention, accidents do occasionally occur. When they happen, Billy is in "emergency mode" working with the DOC Safety Office or OSHA to investigate and analyze circumstances resulting in the accident or injury, and initiating remedies to prevent future problems.

The diligence in promoting an accident free NCCE workplace is evident. The N.C. Department of Labor Safety Awards Program recognizes private and public firms throughout the State that achieve and maintain good safety records. The program is designed to stimulate interest in accident prevention and to promote safety in the workplace by providing an incentive to employers and employees to maintain a safe and healthful work environment. To qualify for an annual safety award, a company must (1) have had no fatalities during the calendar year at the site or location for which the award was given; and (2) have maintained an incidence rate at least 50 percent below the average for its particular industry type. Correction Enterprises is proud of the fact that for calendar year 2010, NCCE had 28 out of 30 facilities qualify to receive safety awards. NCCE takes particular pride in the staff at nine NCCE facilities that received awards for the past 10 consecutive years. Congratulations to the Broughton Laundry, Caledonia Cannery, Central Prison Laundry, Marion Sewing, Meat Processing Plant, Print Plant, Reupholstery Plant, Sign Reclaiming Plant and the License Tag Plant.



# Paint

Traveling over North Carolina roads is made safer because of the paint that defines the center lines and road shoulders. The Paint Plant at Johnston Correctional Institution produces much of the paint that is used on the state's highways and roadways. Road markings are made easier to see at night by blending tiny glass beads into the paint that is applied to the road's surface. In 2010-2011, the Paint Plant delivered nearly 3.9 million pounds (93 truck loads) of glass beads to road crews. The Paint Plant, managed by Steve Jacobson, also manufactures assorted architectural general purpose paint, floor and anti-corrosive bridge paint, as well as primers and block fillers. Over 650,000 gallons of paint were produced in 2010-2011.



# Janitorial Products

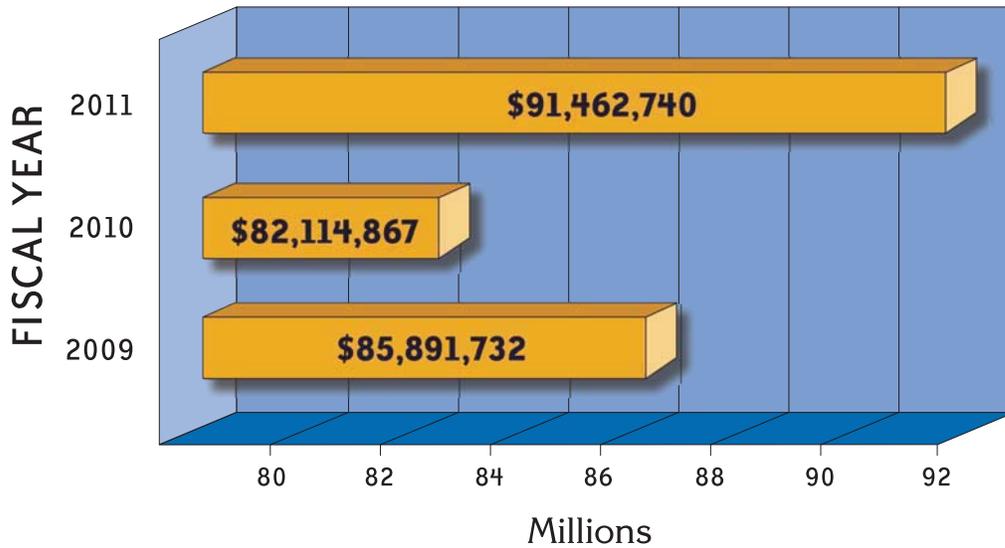
Correction Enterprises helps its customers keep North Carolina clean, bright and safe through its Chemical Products Industry. The Janitorial Products Plant at Warren Correctional Institution near Norlina is managed by Forrest Fesperman and produces 36 different cleaning products. Chemicals range from microbial drain cleaners and soaps, to sanitizers, disinfectants, dishwashing chemicals and floor care products. The plant also annually produces nearly 4 million plastic trash bags and liners in various sizes.



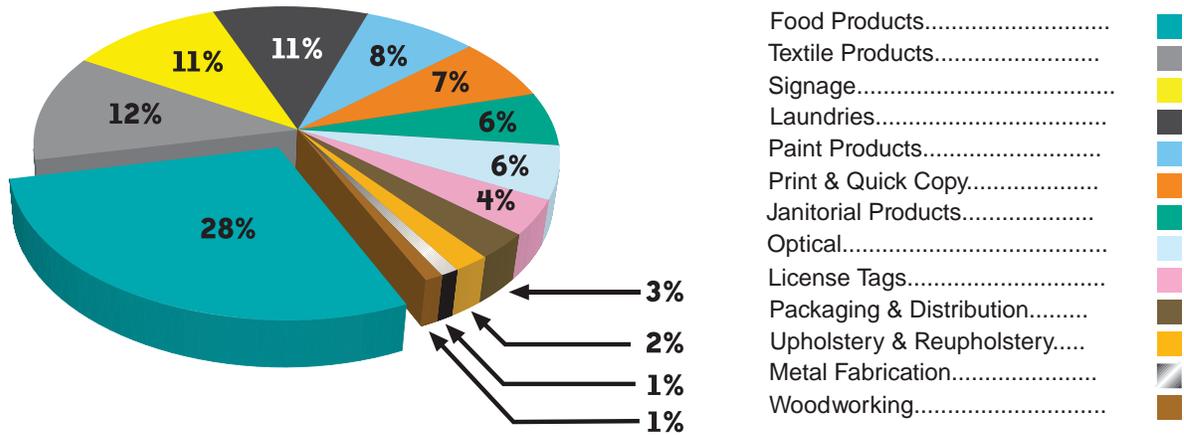
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# OUR FINANCIAL STATEMENT

## SALES OF GOODS & SERVICES

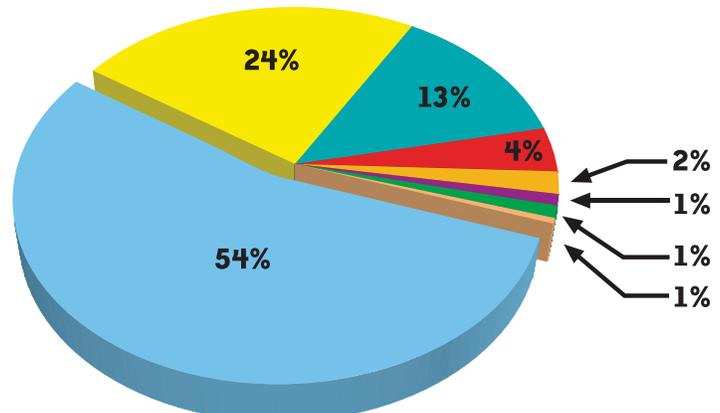


## SALES BY PRODUCT



## SALES BY AGENCY

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



## BALANCE SHEET

For Fiscal Year Ended June 30, 2011

Current Assets	Cash	\$ 12,285,216
	Accounts Receivable	3,959,416
	Less Allowance for Bad Debt	-
	Raw Material Inventories	13,678,880
	FG Inventories	8,560,983
	Investment	-
	<b>Total Current Assets</b>	<b><u>\$38,484,496</u></b>
Fixed Assets	Plant and Equipment	\$92,269,702
	Less Accumulated Depreciation	(48,470,969)
	<b>Net Plant and Equipment</b>	<b><u>\$43,798,733</u></b>
Other Assets	Construction in Progress	\$ 205,960
	<b>TOTAL ASSETS</b>	<b><u>\$82,489,189</u></b>

### LIABILITIES AND FUND EQUITY

Current Liabilities	Accounts Payable	\$3,062,795
	Accrued Payroll	7,676
	Sales Tax Payable	-
	Due to Other Funds	248,244
	Deferred Revenue	26,459
	<b>Total Current Liabilities</b>	<b><u>\$3,345,174</u></b>
Long Term Liabilities	Compensated Absences	\$1,904,667
	<b>TOTAL LIABILITIES</b>	<b><u>\$5,249,841</u></b>
Fund Equity	Contributed Capital	\$20,313,000
	Retained Earnings	56,926,347
	<b>TOTAL LIABILITIES &amp; FUND EQUITY</b>	<b><u>\$82,489,189</u></b>

## STATEMENT OF INCOME

For the Fiscal Year July 1, 2010 to June 30, 2011

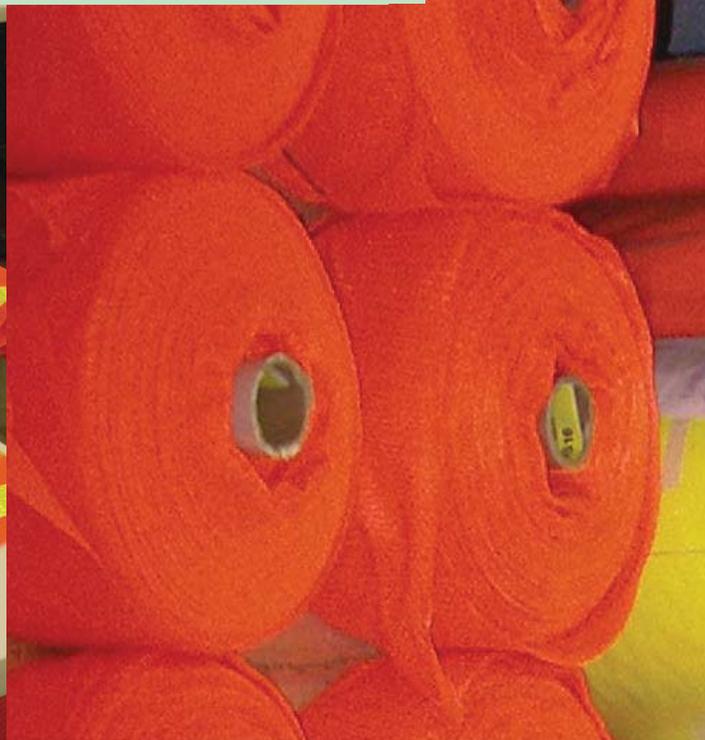
<b>OPERATING REVENUES</b>	Sales*	\$90,933,796
	Miscellaneous Revenue	528,944
	<b>Total Operating Revenues</b>	<b><u>91,462,740</u></b>
Cost of Sales		73,982,912
Gross Margin		<b><u>\$17,479,829</u></b>
OPERATING EXPENSES	Selling and Administrative Expenses	6,256,108
	Depreciation Expenses	3,625,903
	Bad Debt	-
	<b>Total Operating Expenses</b>	<b><u>\$9,882,011</u></b>
<b>OPERATING INCOME</b>		<b><u>\$7,597,818</u></b>
<b>OPERATING TRANSFERS</b>	Transfers Out	4,943,553
	Inmate Labor	3,506,206
	<b>Total Transfer to Other Funds</b>	<b><u>\$8,449,759</u></b>
<b>NET INCOME (Loss)</b>		<b><u>(\$851,942)</u></b>

\*Includes \$2,297,402 of Correction Enterprises Internal Sales.

# Textiles

Prison inmates have been making clothing for inmates for over 80 years. Central Prison began during the 1930s and transferred operations to the North Carolina Correctional Institution for Women in 1938. With the development of Correction Enterprises in 1957, textiles and apparel have grown to five sewing plants and is one of the top performing industries in sales and retained earnings.

Correction Enterprises' sewing plants make all inmate clothing, blankets, sheets, pillow cases, towels, wash clothes, dish towels, vinyl and cloth aprons, cook coats, eyeglass cases, reflective vests, uniforms, medical scrubs, lab coats, coveralls, cargo pants, polo shirts and embroidery. These products total over four million pieces of clothing and textile products. These products consume over three million yards of various fabrics. This is all accomplished with 39 staff who train and supervise over 500 inmate workers.





The License Tag Plant began manufacturing License Tags for the North Carolina Department of Motor Vehicles in 1927 at Central Prison in Raleigh. In 2001, the License Tag operation was relocated to the North Carolina Correctional Institution for Women. Under the direction of Jimmy Evans, plant manager, the Tag Plant manufactures just under 3 million license tags annually. In addition to standard private auto tags, the plant also manufactures motorcycle, city, fire, rescue squad, outdoor advertisement and 164 specialty plates. On average, the plant manufactures approximately 52,000 personalized licensed tags in any given year. There are currently 61 inmates and eight staff assigned at the License Tag Plant.



# License Tags



## **Meat Processing**

In cooperation with the Fresh Produce Warehouse, Cannery and Caledonia Farm, the Meat Processing Plant plays a critical role in the day-to-day operation of the state's prisons by keeping food costs to a minimum. Food production accounts for 28% of all NCCE sales revenues, although less than 5% of gross earnings from food production are retained.

The Meat Processing Plant is located in a 27,000-square-foot facility that was built at Harnett Correctional Institution in 1996. The Meat Plant processes 4.8 million pounds of raw product into 3.6 million pounds of finished product each year. The facility also stores over 9.8 million pounds of prepared and packaged finished product that is distributed to prisons throughout the state.

The Meat Processing Plant furnishes prison facilities with frozen food items needed to serve approximately 200,000 meals per day.





## Produce

The Fresh Produce Warehouse was established at Caledonia Farm in 1997 for the purpose of purchasing, storing, selling and distributing fresh produce and fresh eggs. Warehouse workers sort, grade and package the produce from the farm. Products are stored in coolers set at optimal temperatures for the various types of produce to ensure freshness until distribution.



## Cannery

The Caledonia Cannery was built around 1956. The Cannery processed 5 million pounds of fresh vegetables from the farm in 2010. Additionally, various juices, drinks, light pancake syrup and dried beans are canned for prison use. All Cannery supervisors are required to obtain training in low-acid food processing and become certified by the Food and Drug Administration and the U.S. Department of Agriculture for processing vegetables and juices.



## Farm

Established as a prison farm in the late 1800s, Caledonia Farm raises more than 28,400 chickens that produce over 10,800,000 fresh eggs per year. The Farm is the sole supplier of fresh eggs for the North Carolina Department of Correction's needs. Additionally, the Farm raises grains and vegetables for fresh or canned consumption, and produces ornamental flowers and trees used by the Department of Transportation to beautify state roads and highways. Over 20 varieties of wetland plants are also raised for mitigation management by the state Department of Transportation.



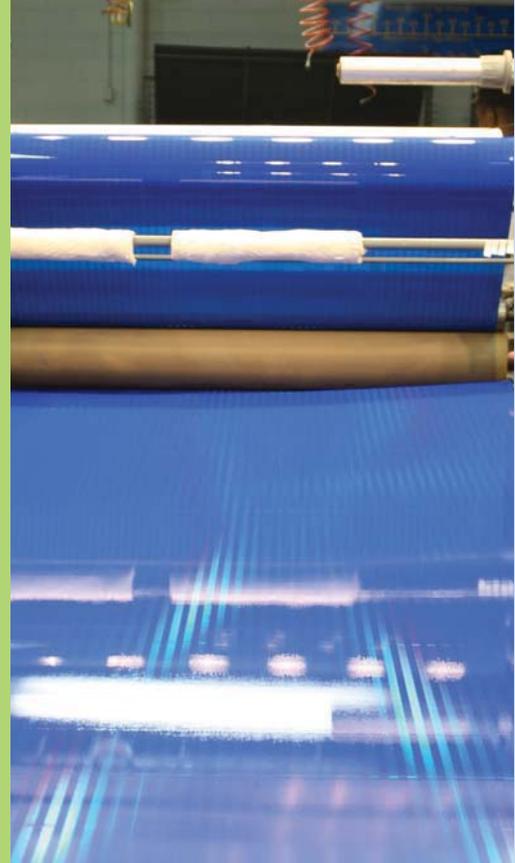
# Signage



The Sign Plant operates from a nearly one-million-square-foot facility built in 1987 at the Franklin Correctional Center in Bunn, N.C.

It runs with a staff of 30 supervisors and up to 250 inmates. The N.C. Department of Transportation is the Sign Plant's largest customer with all of the Department of Transportation's 14 divisions receiving signs monthly. The plant produces and ships to cities, towns and other agencies throughout all 100 counties in North Carolina.

Recycling is very important to the sign making process. A large percentage of the signs processed at the reclaiming facility are sent back to the Sign Plant to be reused instead of being sold for scrap. The Sign Plant is also replacing old chemicals with more environmentally friendly solutions.



The Sign Reclaiming Plant, located in Carthage, N.C., was established in 1998 as a test plant for developing an efficient and environmentally friendly method to reclaim highway signs. Sign Reclaiming is Correction Enterprises' "Green Machine," as it operates a massive recycling and reuse effort. The Sign Reclaiming plant's largest customer is the North Carolina Department of Transportation.

Manager Don Elam and Supervisor David Smith lead a team of approximately 15 inmates from Sanford Correctional Center who perform the sign reclaiming process.

The process of reclaiming begins by transferring the signs through a hydro stripper machine that uses approximately 38,000 pounds of water pressure to remove all sheeting and adhesive.

A sign without damage can be recycled indefinitely. Some signs currently in use are known to have been in circulation since the early 1980s. The Sign Reclaiming Plant processed over 445,000 pounds of aluminum road signs last year.

In addition to reclaiming highway signs, the plant also recycles obsolete license tags received from the Department of Motor Vehicles. These tags are fed through a "shredder" then sold through State Surplus to metal recyclers to be melted down and reused. Last year, Correction Enterprises recovered over 333,408 pounds of recycled aluminum from this process.



## Woodworking Plant

The Woodworking Plant produces products built to standard specifications as well as custom order case goods. The plant is in Alexander Correctional Institution in Taylorsville, and produced approximately 1,700 items from \$400,000 in raw materials in 2010-2011. With a staff of nine, including Manager Tass Jansen and 60 inmate trainees and workers, the plant accounted for \$773,000 in sales. The plant has a unique partnership with Catawba Valley Community College and the N.C. Furniture Industry to provide inmate training in the production of wood furniture and cabinetry.



## Metal Products

Metal products produces a large assortment of black iron and stainless steel items for schools, prisons, jails and parks. North Carolinians may not be aware that they use many of the items produced by the plant that include picnic tables, fire pits, and grills in the state parks as well as serving rails and laboratory cabinets in some colleges and high schools. The Metal Plant is located at the Brown Creek Correctional Institution. Under the direction of Plant Manager Clayton Wright, a staff of eight supervisors and trainers, 71 inmates used the skills learned in welding and metal fabrication to manufacture approximately 3,000 pieces in 2010-2011 from \$475,00 in raw materials, recording \$1,000,000 in sales.





## ***Upholstery Plant***

Correction Enterprises Upholstery Plant is in Alexander Correctional Institution in Taylorsville, N.C. Under the management of Ron Sherrill, the plant manufactures upholstered furniture. In 2010-2011, the staff of five trainers and supervisors with 36 inmate trainees and workers transformed \$803,000 in raw materials into approximately 5,000 finished pieces that produced \$1.1 million in sales. The plant has a unique partnership with Catawba Valley Community College and the N.C. Furniture Industry to provide inmate training in the production of upholstered furniture.

## ***Reupholstery Plant***

The Reupholstery Plant provides the service of transforming salvageable upholstered furniture into attractive, revitalized pieces. The plant also manufactures pillows and mattresses for prisons. Manager David Livengood, with Supervisor William Parker, train and supervise 45 inmates, who produced approximately 3,000 mattresses and 2,000 reupholstered pieces in the fiscal year. Located in Peidmont Correctional Institution in Salisbury, the plant used \$421,000 in raw materials to produce \$894,000 in sales.



**The  
Hidden  
Workforce  
NORTH CAROLINA**

A surprising fact for many citizens of our state is that 95% of all incarcerated offenders will ultimately be released from prison to return to society. An important question facing society is: Will they become positive, productive citizens or one of the many (approximately 53%) recidivists who return to criminal behavior? National Statistics indicate that offenders who participate in education and / or vocational training programs not only have reduced prison infraction rates, but are more marketable for employment. If an offender receives at least six months of technical job training and can secure employment within 90 days of release, his / her chance of recidivating is greatly reduced according to the National Institute of Justice Research. In a recent study published in the International Journal of Offender Therapy and Comparative Criminology, job attainment is an essential element for providing the ex-offender with the will and self-motivation to alter criminal behaviors and remain free.

North Carolina Correction Enterprises has a long history of training offenders and providing technical work experiences in such occupational areas as metal fabrication and welding, Braille transcription, dental technology, eyeglass lens crafting, printing and other service and manufacturing trades. As important as this training and experience is to the person released from prison, it is only effective if the ex-offender can sustain themselves and their families through gainful employment.

With support from an America Reinvestment and Recovery Act (ARRA) grant from 2009-2010, Correction Enterprises developed a program to educate and recruit community leaders and captains of North Carolina business and industry to the benefits of hiring qualified ex-offenders. Often called “The Hidden Workforce,” trained ex-offenders resolved to becoming crime-free citizens, comprise a growing segment of the population and can perform jobs that require skills that employers increasingly find more difficult to fill. This program is not designed to provide “special” consideration for ex-offenders in their job search, but to gain the same consideration as others for positions for which they qualify. Many employers of ex-offenders report that as employees, ex-offenders tend to be strongly motivated workers who have good skills, perform their jobs well, and are appreciative of the opportunity to earn a living.

A follow-up grant for 2011-2012 will continue the previous education and recruitment effort while refining methods for linking qualified ex-offenders with opportunities in businesses and industries that are “ex-offender” friendly.



**2010**  
**NCCE Service Awards**

**Susan Powers**

*Employee of the Year*

**Phillip Hoover & Betty Eller**

*Outstanding Customer Service*

**David Smith**

*Safety*

**Shirley Jenkins**

*Quality*

**Jerry McLamb**

*Workplace Improvement*

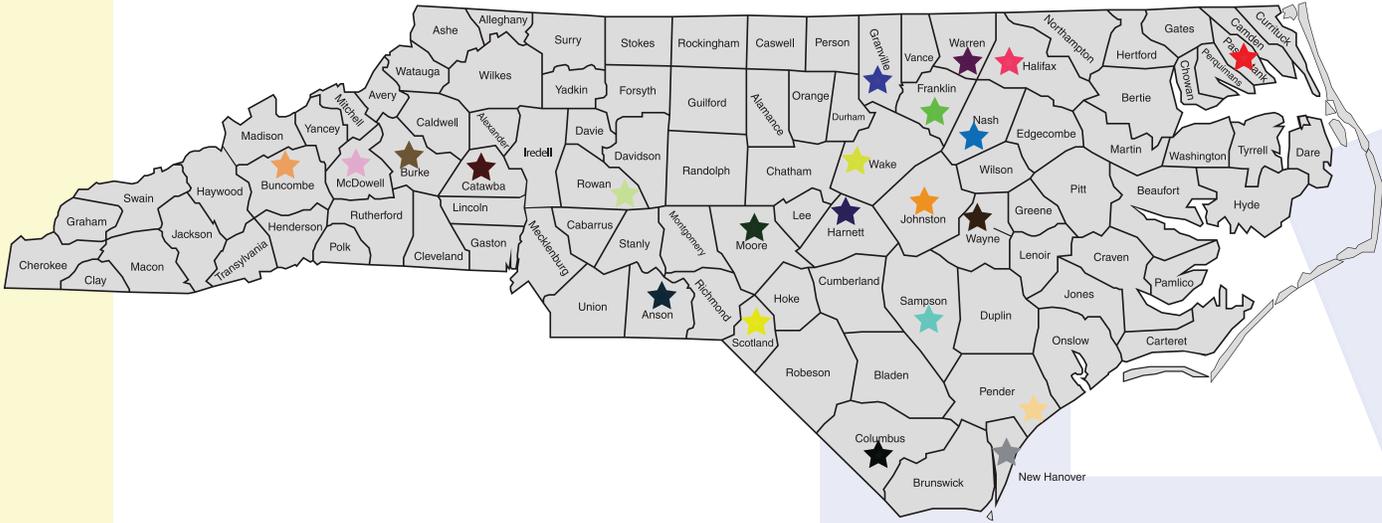
**Daren Adams**

*Inmate Improvement / Training*

**Charles Royal & Glenwood McLamb**

*Heroism*

# NCCE Plant Locations



- |   |  |                                |
|---|--|--------------------------------|
| ★ Janitorial Products   | ★ Sign Plant                                     | ★ Sampson Laundry              |
| ★ Paint Plant   | ★ Sign Reclaiming                                | ★ Chase Laundry                |
| ★ Upholstery Plant<br>Woodworking Plant   | ★ Pasquotank Sewing Plant                        | ★ Broughton Laundry            |
| ★ Reupholstery Plant  | ★ Marion Sewing Plant                            | ★ New Hanover Laundry          |
| ★ Metal Plant   | ★ Columbus Sewing Plant                          | ★ Craggy Laundry               |
| ★ Scotland Sewing Plant   | ★ Pender Sewing Plant                            | ★ Umstead Laundry              |
| ★ Administration<br>Central Prison Laundry<br>License Tag Plant<br>Quick Copy<br>Warehouse / Distribution | ★ Caledonia Farm<br>Cannery<br>Produce Warehouse | ★ Meat Processing Plant        |
|   |  | ★ Print Plant<br>Optical Plant |



# **Mission Statement**

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



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[www.correctionenterprises.com](http://www.correctionenterprises.com)

This Annual Report was proudly printed and assembled by working inmates at the Correction Enterprises Quick Copy Center.