



North Carolina Department of Public Safety

Juvenile Justice

Pat McCrory, Governor

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LEGISLATIVE REPORT

Strategic Plan for Facility Closure, Construction and Repair – Division of Juvenile Justice

February 1, 2013

Introduction

House Bill 950 – Section 14.8, passed during the 2011-2012 legislative session, requires the development of a strategic plan for facility operations. It stipulates that “the Department of Public Safety shall study the population dynamics of detention and secure confinement at the Youth Development Centers operated by the Department and shall submit a strategic plan for facility closure, construction, and repair and renovation to the Chairs of the House of Representatives and Senate Appropriations Subcommittees on Justice and Public Safety by February 1, 2013. The strategic plan required by this section shall include cost estimates for any proposed projects.”

With input from key field employees, a strategic plan for facility operations has been developed, designed to meet the requirements of House Bill 950 while also addressing challenges within the system pertaining to the safety and effectiveness of the Division’s work with detained and committed juveniles. The strategic plan was developed with input from staff at each juvenile detention center and youth development center, through completion of facility-specific analyses of identified strengths, weaknesses, opportunities and threats.

Following this analysis, the Division of Juvenile Justice recommends that:

1. The Richmond Juvenile Detention Center should remain in operation until the detention population trend is reevaluated following the move of the Gaston Regional Juvenile Detention Center onto the campus of Stonewall Jackson Youth Development Center.
2. The Division continues to work within current facility resources to implement the specialized programming as described in this strategic plan.
3. Youth Development Centers should be maintained in their current operation and utilization during FY13-14.
4. The Section continues to use data to determine the number of beds at each center to manage the population and programming needs, taking into consideration physical plant and staffing.
5. Funding of \$10 million be allocated for facility repair and renovation as described in this strategic plan.

Facility Operations Overview

The Division of Juvenile Justice operates two types of facilities: juvenile detention centers and youth development centers.

Juvenile detention centers temporarily house youths alleged to have committed a delinquent act or to be a runaway. Youths are generally placed in a juvenile detention center while awaiting a court hearing, or until another placement can be found, either in a community-based program or service or in a youth development center.

Youth development centers are secure facilities that provide education and treatment services to prepare committed youth to successfully transition to a community setting. This type of commitment is the most restrictive, intensive dispositional option available to the juvenile courts in North Carolina. The

structure of North Carolina’s Juvenile Code limits this disposition to those juveniles who have been adjudicated for violent or serious offenses or who have a lengthy history of delinquency.

Juvenile Detention Centers

The Division operates eight juvenile detention centers statewide; additionally, the Division monitors and supports three county-operated juvenile detention centers.

Juveniles are placed in detention by court order pending hearing, disposition or placement. Prior to adjudication, statute requires that the court review the need for continued secure custody so juveniles have frequent court appearances where alternatives to detention are considered. Youths are typically housed in a detention center closest to their home county. The centers receive admissions through assigned regions or catchment areas.

Juveniles transferred to Superior Court for trial as adults are housed in juvenile detention pending trial if they are not released on bond.

Juvenile detention centers provide quality services and programs for juveniles based on their individual needs, to give youths opportunities for positive behavioral change and development. Juvenile detention centers provide a safe, secure, controlled and humane environment for juveniles and staff. All detention centers are co-ed and are staffed to provide appropriate oversight by same-sex staff members.

Upon admission to a juvenile detention center, each youth receives a mental health screening. More comprehensive mental health and substance abuse assessments are completed when screening indicates a need. A medical screening is conducted, with urgent or emergent follow-up medical services. These screenings assist the Division in more appropriately serving the youth in its care.

During a short-term stay at one of the Division’s detention centers, youths are provided with basic educational services that mirror the course of study adopted by the N.C. Department of Public Instruction, the Common Core Curriculum. Treatment programming and services offered at each detention center varies according to the needs of the youth.

In the late 1970s, the General Assembly created regional juvenile detention centers in the state. Prior to that point, a small number of larger counties operated detention centers while other counties detained juveniles in county jails. Over time, five counties have transferred detention operations to the state, while only three county detention centers remain in operation: Durham, Forsyth and Guilford. By statute, the Division pays half the cost of placement of juveniles in a detention center. The current cost is a total of \$244 per day. The state pays \$122 and the county is billed \$122 per juvenile per day.

The Division’s eight state-operated detention centers are located in both urban and rural counties in North Carolina. Juveniles are assigned to a particular detention center based upon pre-determined geographic service areas, or catchment areas. The name and location of each state-operated detention center is as follows:

State-Operated Center	Location County/City	# of Beds
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Buncombe Juvenile Detention Center	Buncombe County/Swannanoa (temporary)	14
Cumberland Juvenile Detention Center	Cumberland County/Fayetteville	18
Gaston Juvenile Detention Center	Gaston County/Dallas	24
Pitt Juvenile Detention Center	Pitt County/Greenville	18
Alexander Juvenile Detention Center	Alexander County/Taylorsville	24
Wake Juvenile Detention Center	Wake County/Raleigh	24
New Hanover Juvenile Detention Center	New Hanover County/Castle Hayne	18
Richmond Juvenile Detention Center	Richmond County/Rockingham	30

Buncombe Juvenile Detention Center, built in 1953, is the oldest Division-operated detention center. Originally operated by Buncombe County, it was transferred to the Division in 1994. The building is currently undergoing renovation, expected to be complete by November 2013. During the planning and renovation work, the operation of the detention center is being carried out in Sweatt Cottage at the Swannanoa Correctional Center for Women. When renovations are complete, operations will resume at the Asheville site.

A seven-room detention center, Buncombe has historically been regarded as a 14-bed center based on occupancy of two juveniles per room. Due to the Prison Rape Elimination Act (PREA) and ongoing concerns with housing two juveniles per room, following its renovation Buncombe will become a nine-bed detention center with single occupancy. This should meet the detention-housing needs in the far west of the state for the foreseeable future.

New Hanover Juvenile Detention Center was built in 1972 and was operated by New Hanover County until 1992 when operations were transferred to the Division. New Hanover County transferred the building to the Division in 2009. New Hanover Detention Center has the capacity to serve 18 juveniles.

Wake Juvenile Detention Center was a county-operated juvenile detention center that was transferred to the Division in 1991. The older building was replaced with a new building in 1998. Wake Detention Center has the capacity to serve 24 juveniles.

Cumberland Juvenile Detention Center, opened in 1978, was the first regional detention center built to be operated by the state. Cumberland Detention Center has the capacity to serve 18 juveniles.

Pitt Juvenile Detention Center was built in 1985, with an addition built in 1998. Pitt Detention Center has the capacity to serve 18 juveniles.

Gaston Juvenile Detention Center is a formerly county-operated center that closed in the late 1970s and was reopened by the Division in 1983. The building continues to be owned by Gaston County. When Mecklenburg County closed its county-operated detention center in 2009, the Charlotte/Mecklenburg area was absorbed into the Gaston Detention Center catchment area. The Division plans to close this center and transfer detention operations to the Kirk Building on the Stonewall Jackson Youth Development Center campus in Cabarrus County. This transition will increase the capacity from 24 to 32 beds. This transition will take place when renovations are complete at the Kirk Building, likely in late 2013.

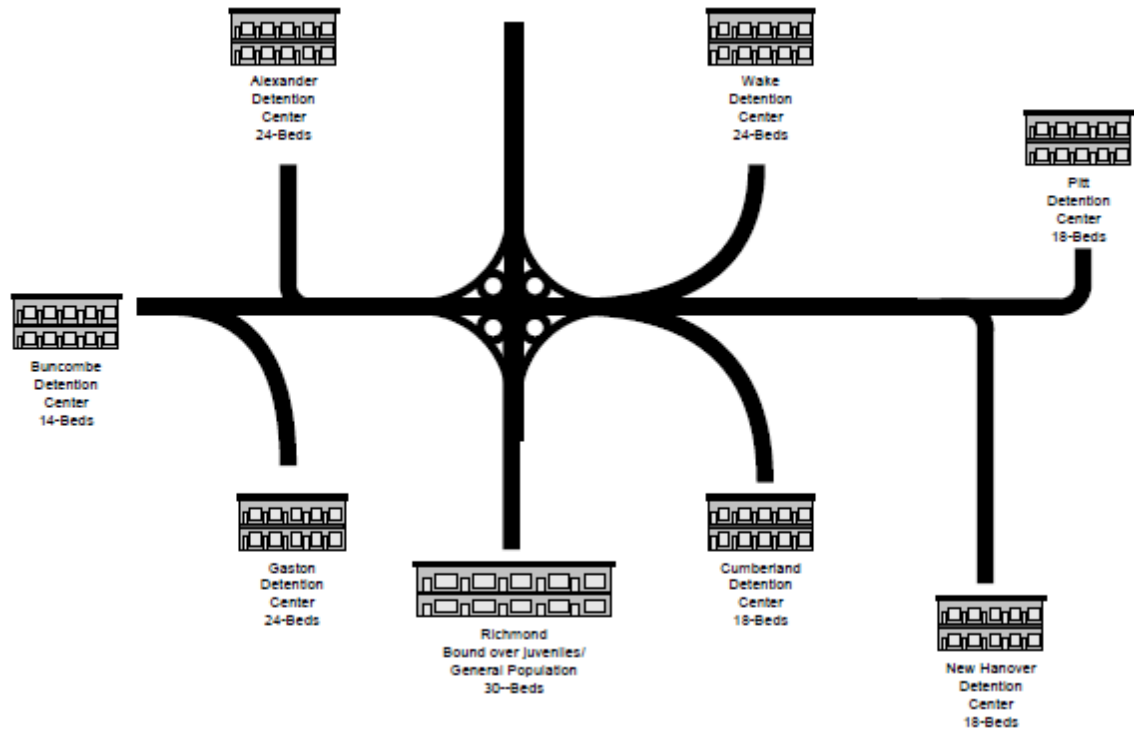
Richmond Juvenile Detention Center was once a prison that was renovated in 1999 to house youth who are transferred to Superior Court to be tried as adults. The center also serves area counties as a juvenile detention center. Richmond Detention Center has the capacity to serve 30 juveniles.

Alexander Juvenile Detention Center is the most recently built detention center, constructed in 2001. Alexander Detention Center has the capacity to serve 24 juveniles.

County-owned and operated detention centers

- **Guilford County Juvenile Detention Center**, located in Greensboro, is a county-owned and operated juvenile detention center that was constructed in 1998. The center provides services to surrounding counties, with support of the Division. Guilford County Juvenile Detention Center has the capacity to serve 48 juveniles.
- **Forsyth County Juvenile Detention Center** was established in 1962. It also serves surrounding counties and has a capacity of 16 juveniles.
- **Durham County Juvenile Detention Center** was established in 1947 and is currently in a building that was built in 1985. It has a capacity of 14 juveniles.

Juveniles entering the detention centers are received through juvenile courts services serving all 100 NC counties



Detention Population

The Division has seen a consistent reduction in juvenile admissions since 1999. In calendar year 2010, all detention facilities had 6,380 admissions. In calendar year 2011, all detention facilities had 5,240 admissions. In calendar year 2012, all detention facilities had 4,036 admissions. Although there was a decrease of 2,344 admissions from 2010 to 2012 (37 percent decrease), the average length of stay for juveniles detained in detention increased from 11.5 days in 2010 to 13.2 days in 2012 (a 15 percent increase). From calendar year 2003 to calendar year 2012, the average length of stay for juveniles housed in detention has increased from 11.7 days to 13.2 days. The average length of stay for individual detention centers in 2012 varied from 9.5 days at Gaston Juvenile Detention Center to 30.7 days at Richmond Juvenile Detention Center, where youth whose cases have been transferred to Superior Court are typically housed while they await trial.

Male youth make up the majority of all detention center admissions with an average of 76.5 percent of admissions during calendar years 2010, 2011 and 2012. Female admissions during each calendar year averaged 23.5 percent. On average, African-American youth continue to make up the majority of admissions by race at 59.6 percent in 2010, 2011 and 2012. Admissions for White youth on average during the three calendar years was 28.1 percent. Native Americans, Latinos and multiracial youth made up 11.5 percent of detention center admissions during the three calendar years.

Youths aged 14 and 15 continue to be placed in detention at the highest rate. These youths, on average, made up 60 percent of admissions to detention during 2010, 2011 and 2012. Youths aged 16, 17 and 18 years old made up 24.6 percent of the population during this same time period. Youths between 8 and

13 years old comprised 14.8 percent of the detention admissions for the three year period. The minimum age a youth may be admitted is six years old.

Issue/Objective (Population Management): The Division will continue to identify and implement efficiencies within the state-operated juvenile detention centers and will use county centers as available.

Strategic Goal 1: The Gaston Juvenile Detention Center will be relocated to the Stonewall Jackson Campus (Kirk Building), at a date contingent upon completion of renovations.

Strategic Goal 2: The Division considered closing Richmond Regional Juvenile Detention Center as part of the division's budget cuts in 2012. However, with the uncertainty regarding the county-operated detention centers remaining open (and/or possibly reducing their populations and staffing), as well as the dynamic fluctuations of daily populations across state centers, it would be prudent to delay any closures until Gaston Regional Juvenile Detention Center moves onto the campus of Stonewall Jackson YDC, since this move will increase Gaston's bed capacity by eight rooms.

Strategic Goal 3: Work with county-operated detention centers to stabilize their operations to avoid closure of county facilities, which could put a strain on the overall system.

Youth Development Centers

Youths who are adjudicated for offenses that occurred prior to their 16th birthday may be committed to the Division and assigned to a youth development center, which is the most restrictive, intensive dispositional option available to North Carolina's juvenile courts. A commitment is typically for an indefinite period of at least six months and may continue until the youth's 18th birthday. The commitment period may be extended until the youth's 19th or 21st birthday if the youth was committed for a particular violent offense. A youth must be at least 10 years old to be committed. In 2011, the average length of stay in a YDC was 13 months.

Youths committed to youth development centers in 2011 had many documented needs. Forty-four percent (44 percent) were either known to be gang members or regularly associated with gang members. Eighty percent (80 percent) had histories of serious school behavior problems with an average of 36 days of suspension in the year prior to commitment. One in four of the youths committed in 2011 had documented histories of physical, sexual or emotional abuse or neglect. Eighty-nine percent (89 percent) of the youths were found to have a diagnosable mental health problem above and beyond conduct disorder, with 70 percent having more than one diagnosis.

Upon commitment to a youth development center, a juvenile undergoes a comprehensive screening and assessment of developmental, educational, medical, neurocognitive, mental health, psychosocial and relationship strengths and needs. Results from these assessments, in combination with other relevant current and historical data, are used by Division staff, parents/caregivers and community providers/stakeholders to develop an individualized service plan that outlines commitment services,

including plans for education, mental health services, medical services and treatment programming as indicated. Assessments also provide a framework for the development of post-release supervision services.

Upon arrival at a youth development center, juveniles are assigned to a service planning team that operates under a child and family-centered model. Each service planning team develops an individualized plan to meet each child's service needs within a month of the juvenile's arrival. The team meets at least monthly thereafter to monitor progress on service plan goals and to make adjustments in the plan when needed. The service planning team consists at a minimum of the juvenile, his or her parent(s) or guardian, a court counselor from the youth's home district, a social worker who facilitates team meetings, a licensed mental health clinician and a school representative. Other YDC staff and community stakeholders (e.g., chaplains, substance abuse counselors, direct-care staff) may also be members of a juvenile's service planning team.

Core programming rooted in a Risk-Need-Responsivity model is offered at each of the state's youth development centers. Core programming is informed by the research literature addressing "what works" with confined juvenile offenders, is rooted in a cognitive-behavioral treatment approach, and encompasses a motivation system as well as focused interventions targeting common criminogenic needs.

The Division operates as a local education authority, providing education services by teachers licensed by the N.C. Department of Public Instruction. The majority of youth in youth development centers are enrolled in standard public school courses that are taught in accordance with the Common Core Curriculum. Youth aged 16 and older may be enrolled in General Education Development courses, post-secondary vocational courses or online college courses in cooperation with local community colleges. Required special education services are provided for youth throughout the system.

Each juvenile is assigned to a licensed mental health clinician (LMHC) who develops an individualized mental health treatment plan addressing needs identified during a comprehensive psychological assessment. In most cases, youths receive either group or individual psychotherapy with their LMHC on a weekly basis. Psychiatric services are also available. Where indicated, some youth may participate in substance abuse education and treatment services.

The Division provides developmentally appropriate health services for youths in youth development centers and detention centers. Licensed medical staff provide screening, assessment and examination of youth and interventions as indicated. These services are rendered by full-time employees and part-time contractual staff.

The Division operates four youth development centers:

Facility	Location-County/City	# of Beds
Stonewall Jackson Youth Development Center	Cabarrus County/Concord	96

C.A. Dillon Youth Development Center	Granville County/Butner	90
Chatham County Youth Development Center	Chatham County/Siler City	32
Dobbs Youth Development Center	Lenoir County/Kinston	43 (Dobbs) /32 (Lenoir)

Stonewall Jackson Youth Development Center. Originally built in 1909, Stonewall Jackson was North Carolina's first youth development center. It is comprised of 60 structures on about 100 acres of land, but only 23 structures are currently in use, many for storage. Fifty of the buildings are listed on the National Register of Historical Places. Many of the buildings are condemned. A 15-foot tall fence surrounds the 55 acres of the campus that are currently in use.

The Cabarrus Complex, with a capacity of 96 youths, was opened in 2008 as part of the Stonewall Jackson campus. It was one of four centers built to replace aging youth development centers in the state.

Two housing units, Kirk and McWhorter, are being renovated to increase capacity on the campus. The renovations are in construction. Stonewall Jackson serves males.

C.A. Dillon Youth Development Center. Opened in April 1969, C. A. Dillon Youth Development Center is found in Butner. The Center is located on 88 acres of land, 30 of which are fenced. The campus consists of four housing units, a cafeteria, an academic school and an administrative building. One of the units is undergoing renovation to increase the bed capacity of the campus, though the Division does not have funding for staff to operate the building. C.A. Dillon has a current bed capacity of 90.

Chatham Youth Development Center. Chatham Youth Development Center, located in Siler City, was opened in 2008. A self-contained secure complex, it is the one youth development center that serves females. One of the four 8-bed units currently houses males. The center has a bed capacity of 32.

Dobbs Youth Development Center. Dobbs Youth Development Center, located near Kinston, opened in 1944 and currently serves males. The operational portion of the campus includes two housing units, a multipurpose activity center, a chapel, a school building, an administration building and a maintenance shop. Five additional residential buildings are unsuitable for use, as are a cafeteria and other buildings that are not used due to their condition. The Center has updated vocational classrooms in the school to accommodate auto maintenance, horticulture and culinary arts classes. The large campus does not have a fence.

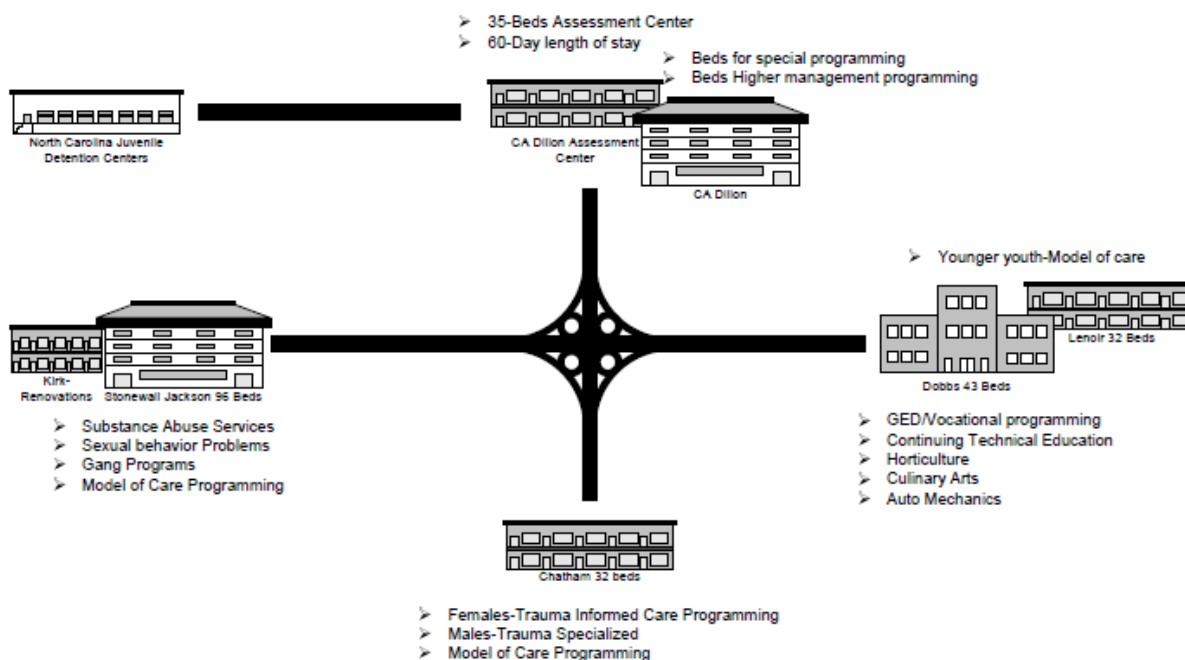
The Lenoir Complex, located across the street from the older campus, was opened in 2008. It is a secure complex. The kitchen in the Lenoir Complex provides meals for the entire campus. There is a total capacity of 75 at Dobbs, including a bed capacity of 43 on the older campus and 32 in the Lenoir Complex.

Issue/Objective (Specialized Programming): Currently each youth development center serves a juvenile population that presents with a wide array of treatment needs. However, because of physical plant issues, varying staff resources (including variation in staff-to-student ratios and in the number and type

of specialists available), and regional differences in community partnerships, some youth development centers are better situated than others to address specific treatment needs. It is also recognized that distinct groups of juveniles stand to benefit from intensive and specialized programming:

- resistant older youth entrenched in a criminal lifestyle (and who thereby stand to benefit from a structured program of consequences, training in independent living skills, GED programming, and self-management skills);
- youth in need of intensive substance abuse services that include specific interventions by specially trained direct-care staff, as well as treatment services by certified and licensed substance abuse specialists;
- gang-focused programming for youth in need of specialized treatment and transition services;
- youth requiring comprehensive programming for sexual behavior problems;
- intensive programming for youth with histories of exposure to complex psychosocial trauma (e.g., child abuse and neglect; sexual abuse; domestic violence; community violence; traumatic grief); and
- programs focusing on career technical education.

Strategic Goal 1: To serve all juveniles in a manner that identifies and then addresses more intensively their specialized needs, the Division has determined that resources could be used more effectively by placing specialized programming at YDCs best situated to serve juveniles with specific needs. These programs, along with the YDCs at which they are to be based, are depicted below.



Strategic Goal 2: The Division is committed to centralizing its current evaluation process for newly committed juveniles to better determine the right services needed, for the right period of time, and with predictable and purposeful intensity. It has been determined that this can be best accomplished through

establishing a Reception and Orientation Center staffed by assessment specialists. At this center, the current comprehensive assessment battery will be used and clear criteria established for the assignment of youth to the YDC best suited to meet their identified needs. In addition, a clear orientation protocol (including orientation to PREA, daily operations and how YDC treatment programming varies from “serving time”) will be uniformly delivered to all committed youth. Programming aimed at preparing youth for engaging in treatment and promoting readiness for change will be undertaken. The reception and orientation center will be located on the campus of C.A. Dillon. A protocol will be identified for committed girls on the campus of Chatham YDC.

Issue/Objective (Population Management): In the *Juvenile Delinquent Population Projections, Fiscal Year 2013 to Fiscal Year 2012 (Released: November 2012)*, The North Carolina Sentencing and Policy Advisory Commission projects that the Division of Juvenile Justice will need between 276 and 279 secure beds to accommodate disposition Level 3, Commitment juveniles. The Commission report states, “It is important to note that the juvenile justice system is largely policy-driven: therefore, any change in policy and/or practice with regard to the use of dispositional resources greatly influences the accuracy of the resource projections.”

A number of policy decisions may change practice and influence the need for secure beds. The state’s mental health system is undergoing management changes that may affect services that are available for young people with mental health diagnoses and behavior problems. If juveniles are not served in the mental health system, they will be committed to the Division. In fiscal year 2012, only 25 percent of youth at disposition for a violent offense were committed to the Division. Continued budget cuts that affect community programs will remove dispositional options and may result in a rise in commitments. If the juvenile age is raised, important operational and physical plant issues must be addressed to accommodate this significant policy change.

Strategic Goal: To develop programming and to manage the population effectively, the Division must be able to maintain a certain level of agility in its placement capability. The characteristics and needs of juveniles placed in juvenile detention centers and youth development centers at any one time is very dynamic, and is affected by such factors as juvenile age, county of residence, presenting behavior problems, educational grade levels and staffing patterns. The YDC population and projected populations can vary due to state and local policy changes that could include changes in funding for residential care, Medicaid funding and policy changes, changes in mental health policies and/or changes in the juvenile code, etc.

Based on the statistical projections by the N.C. Sentencing and Policy Advisory Commission of the number of commitment beds needed, the Division has determined that the four youth development centers currently operating will be fully utilized during the current plan year. The Commission projects that for FY 2012/13, the Division of Juvenile Justice must have 276 YDC beds available. The Division requires an operational capacity that exceeds the projected number of needed beds by 10 percent in order to accommodate emergency placements and the potential for sudden and unexpected population growth. The number of beds the Department anticipates for FY 2012/13 is thus 304.

At present, the Kirk housing unit on the campus of Stonewall Jackson is undergoing renovations and is not scheduled to be operational until January 2014. The 309 beds allocated, minus the 16 beds from the Kirk housing unit, leaves the Division with 293 available beds. This number falls 11 beds short of the desired 10 percent buffer above Sentencing Commission projections that the four youth development centers will need to remain operational.

Staffing and Personnel

Staff shortages have a negative and serious effect on the safety and security of facility operations. It results in facilities that operate with an inadequate number of staff members available to respond to serious situations of youth acting out, frequently compounded by staff who have been asked to work numerous double shifts and who are therefore physically and mentally exhausted. At times such a small number of staff members are available that facilities are unable to meet the minimum staff-to-youth ratio of 1 to 8 during waking hours and 1 to 16 during sleeping hours as required by Prison Rape Elimination Act (PREA) standards.

Staffing levels at the youth development centers and juvenile detention centers remain a constant challenge. The relief factor is a nationally recognized practice that is used to indicate how many persons it takes to fill a single job position for a single shift, taking into account vacation, sick leave, training days and other types of leave. The current center (YDC and Detention) relief factor of 1.55 is well below the national average of 1.75, and the fact that positions remain vacant for extended periods of time does not provide us with adequate daily coverage. These two challenges have a significant adverse impact on each center on a daily basis. To attain the relief factor, the Division would require an additional 24 direct care positions spread across the eight detention centers and an additional 41 direct care positions for the youth development centers.

The Facility Operations Section has experienced several budget cuts in the past few years that have eliminated several positions from the centers. The centers also have staffing configurations in place that no longer meet the Division's needs. The Division intends to reclassify several positions to create consistent staffing models across each of the facilities.

Repair and Renovation Needs

The juvenile detention and youth development centers operated by the Division of Juvenile Justice face many physical plant challenges. Several facilities are older and are in need of extensive repair. Many vacant buildings have been decommissioned over the years that pose a safety and security risk. C.A. Dillon (YDC) does not have adequate cameras throughout the facility to provide video surveillance and Dobbs (YDC) does not have any cameras to provide video surveillance. Dobbs does not currently have a perimeter fence to provide security. Many facilities have inadequate generator back-up systems to provide emergency power.

This strategic plan lists only the top safety and health priorities related to physical plant operations for the Division of Juvenile Justice. The Facility Operations Section will partner with the DPS Central Engineering Section to address these issues. Estimated construction costs for these repair and renovation funding priorities is \$9,242,500.

Detention Centers

Fire Safety: Replace outdated fire alarm system at Cumberland Detention; connect kitchen hood fire suppression system to the new fire alarm system (\$150,000)

Emergency Generators: Install generator at Cumberland Detention Center (\$150,000)

Buildings: Replace juvenile doors at Pitt, New Hanover and Cumberland detention centers (54 total doors; to be completed with 2011-2012 R&R funding)

Safety & Security Systems: Install new computerized central control panel at Pitt, New Hanover, Wake and Richmond detention centers (to be completed with 2011-2012 R&R funding)

Lighting Systems: Install night lighting system in juvenile rooms and control switches located outside of rooms at New Hanover and Cumberland detention centers (36 juvenile rooms; to be completed with 2011-2012 R&R funding)

Safety & Security Cameras: Enhance camera systems at all detention centers, analog to digital (\$150,000)

Youth Development Centers

Safety & Security Cameras: Install digital cameras throughout the C.A. Dillon Campus; upgrade cameras in Housing Unit E. Install digital cameras throughout the Dobbs campus (\$3.2 million)

Security Fencing: Erect a first-defense security fence around the perimeter of the Dobbs campus. Install recreational fences at the C.A. Dillon Campus for the Hodges, Holmes and Rollins housing units, and install fencing around the school building at the Stonewall Jackson campus (\$1,372,500)

Emergency Generators: Install generators to serve Hodges, Holmes, Rollins and the administration building on the C.A. Dillon campus (\$950,000)

Fire Safety Systems: Upgrade the fire alarm system at the C.A. Dillon campus and the Dobbs campus. Replace the fire panel in the Roth and vocational building at the Stonewall Jackson campus, and replace the egress lighting for the vocational/school building at the Stonewall Jackson campus (\$500,000)

Key Control Systems: Upgrade the lock systems at the C.A. Dillon and Dobbs campuses to include a master key system and Morse Watchmen Key boxes in all housing units and administration buildings (\$200,000)

Energy Efficiencies Plan: Create energy efficiencies by replacing and installing updated HVAC systems on the Dobbs campus to include the administration building, gym and academic building. Replace the HVAC system in Housing Unit E and the admin building at the C.A. Dillon campus. The energy efficiency plans

also include replacing the windows in all the buildings listed above on the Dobbs and Dillon campuses (\$2 million)

Asbestos Abatement: Remove all asbestos-related materials in the vocational/school building at the Stonewall Jackson campus (\$140,000)

Vocational Building Upfit/Roofing Project: Up-fit two bays for vocational training, and assess/repair the roof on the vocational/school building at the Stonewall Jackson campus (\$400,000)

Security Doors: Stonewall Jackson, Chatham, Lenoir (\$30,000)