

Strategic Plan

2012 - 2016

The Arkansas Department of Correction's 2012-2016 Strategic Plan sets out the strategies that have been developed by the Management Team to attain the established Goals and Objectives.

First Agency Goal

To maintain cost efficient care, custody, and control over all inmates in an appropriate, safe, humane, and secure environment.

Objective 1: All facilities and divisions of ADC having ACA standards of accreditation will achieve/maintain accreditation

Strategies:

- ADC will utilize ACA accreditation managers to oversee the process to maintain files and provide periodic reports to wardens and appropriate personnel
- Conduct all required training and document attendance and subject matter on self-audits, drills, safety meetings, etc., at each facility to ensure compliance
- Provide sufficient budgetary resources to meet standards and conduct ACA required audits
- Successfully complete scheduled ACA audits
- All ARs, ADs, & unit policies will be reviewed annually and modified/updated when necessary to comply with ACA standards
- Notify Board members of scheduled ACA audits and report at subsequent Board meetings

Objective 2: Each facility will reduce the rate of serious incidents as defined by policy over the next five calendar years.

Strategies:

- Complete annual security audits at all facilities
- Conduct annual system wide vulnerability study as part of the emergency preparedness plan
- Enhance contraband interdiction efforts at all facilities

Eliminate remaining blind spots in each facility

Work with state police by reporting felonies to local prosecutors to pursue criminal prosecution for crimes committed within institutions

Achieve and maintain full staffing levels at each facility

Reviews of serious incidents will be conducted as referred by the director

Maintain training of all correctional staff on recognition of physical and mental illness and suicide prevention

Assure appropriate use of hard beds by conducting 60 day reviews by Wardens, annual review of Administrative Segregation assignments by the Director/Chief

Deputy Director; Mental Health will review Super-max placements; and all entities will work together to eliminate "turf" issues

Review/Revise initial assignment policy to include mental health evaluations for appropriate placement

Maintain a digital archival system for maintaining videos of pertinent records and incidents

Security task force meets regularly to facilitate investigations and intelligence, gathering with the objective of providing an integrated, multi-discipline, and operational/crisis response capability via the collection, analysis, and dissemination of information in a timely manner in order to prevent illegal activity

Clarify definition of "*serious incident*" to ensure all staff are reporting uniformly

Objective 3: The rate of Inmate grievances with merit will be reduced over the next five calendar years.

Strategies:

Facilities will emphasize the Informal Grievance process in unit management operations

ADC training program will provide annual training for all staff, including health provider personnel and problem solvers, on reducing inmate grievances

Inmate grievances, informal and formal, will be handled in an appropriate and timely manner

Unit Grievance Officers will provide unit administration with a monthly report by shift/time, staff, location and topic of complaint

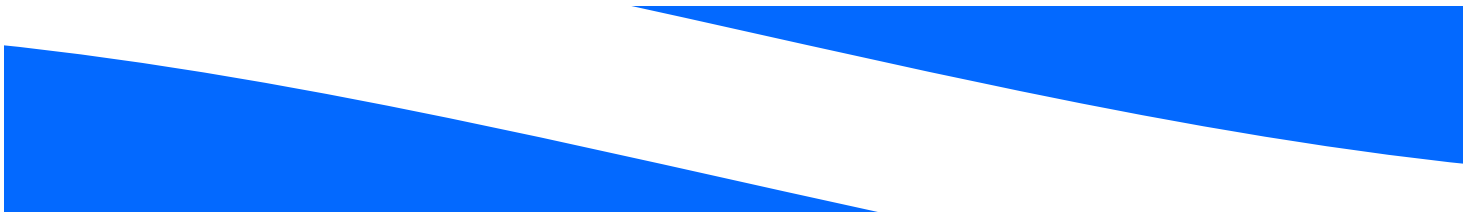
Monitor and evaluate the effectiveness of the grievance process to reduce grievances

Designate a grievance officer at each unit

Wardens and designated staff will stand mainline

Objective 4: Escapes From Secure Institutions Will be Zero (0).

Strategies:



- Install and maintain lethal electrified fences at all appropriate medium/maximum facilities
- Enhance eOMIS to include a module incorporating biometrics for entrance and departure from ADC institutions
- Minimize escape risks through appropriate classification and assignment
- Continue to refine and improve the security audit process at each facility through the development and use of quality assurance tools and training
- Conduct appropriate emergency drills dealing with escape situations, e.g. emergency counts, searches, etc.
- Develop a plan to prevent complacency among security and non-security staff including training on back to basics
- Pursue acquisition of technology to eliminate cell phones in the institutions
- Staff supervising inmates without security present will attend BCOT
- Pursue acquisition of technology to mine information from phone conversations to detect unauthorized activity

Objective 5: Cost per day per inmate as calculated by ADC's standard methodology will not exceed the annual growth in the total consumer price index.

Strategies:

- Pursue increases in warehouse and food storage space to take advantage of lower prices for bulk purchases
- Improve coordination to increase efficiency in overall ADC transportation and delivery systems
- Maintain quarterly allotment systems for control of unit/section budget expenditures
- Budget saving incentives will be pursued
- Maintain 98% occupancy of the budgeted medical contract beds
- No more than 1% of ADC beds will be vacant daily
- Continue to work with DCC/Parole Board to facilitate the timely release of inmates at the earliest possible date and prepare a quarterly report on program non-completions for the Parole Board
- Assess all inmates at intake and facilitate placement in programs at the earliest possible date with priority placed on parole mandates
- Implement OHIO risk assessment tool for appropriate program placement of inmates
- Utilize video conferencing/telemedicine where cost efficient at units
- Evaluate Health Care contract requirements for upcoming bid for cost saving measures
- Pursue Medicaid reimbursement for inmate hospital stays as allowable for inmates
- Operate a "common fare" kitchen
- Continue moving toward providing a heart healthy diet and a heart healthy selection of snacks in the unit commissaries to reduce medical costs
- Implement agency strategic energy plan pursuant to EO 09-07

Satellite gardens will be maintained and expanded as possible to provide fresh vegetables and fruit

Establish retirement plan for ADC equines and conduct an annual auction

Acquire and install central warehouse, unit kitchen, and nutrition care management software to control food inventories, reduce waste and ensure accountability

Appoint Waste Recycling Coordinator for the Department and at each facility in order to implement and coordinate recycling efforts

Objective 6: To provide and support an information technology framework to enable the agency to meet its mission.

Strategies:

A technology review committee will meet quarterly to analyze and evaluate new and emerging technology and make recommendations to the Management Team for commitment of resources for new technology that will improve efficiency and effectiveness of agency safety, security and overall business operations

ADC's eOMIS is crucial to Institutional Operations, providing an institutional record of all inmates including computation of sentences and electronic health records and will be given priority IT support

Priority efforts will be made to implement and utilize all components of eOMIS

Ongoing and new technology enhancements should integrate with eOMIS if technically and operationally feasible

A Help Desk will be maintained to provide immediate desktop support assistance for all users and a Work Ticket System will be utilized to log and address repair needs on a priority basis

Continue to upgrade the IT framework at all ADC facilities to ensure efficient operability of all information and business systems applications

Appropriate equipment and training will be provided to enable essential staff to use information systems effectively and efficiently

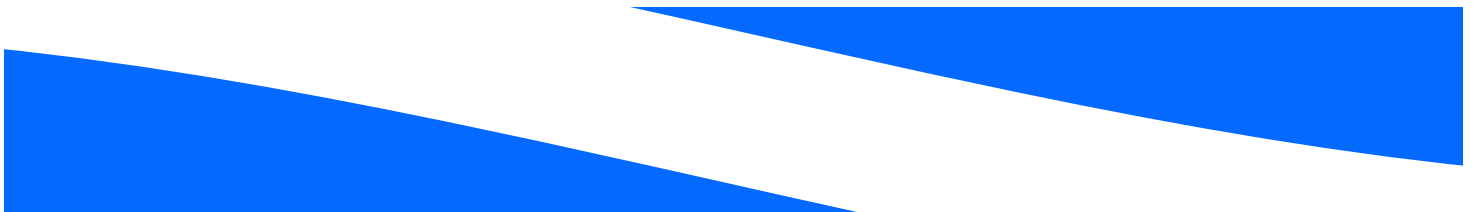
ADC policies and use of information technology will adhere to OIT standards and best practices for information technology management

All staff and contracted users of ADC desktop and notebook computers will conform with all applicable state standards and directives which allow them access to ADC information systems

ADC will support and maintain an agency website that promotes the department, provides public access to information and services, and meets legislative requirements for access to information

ADC will support and maintain an internal website that promotes the department, provides employee access to information and services

Plans for any new facility construction or major facility renovation will include planning for IT infra-structure needs and additional IT support staff, as appropriate for the IT needs of that facility



ADC will make concerted efforts to attract and retain a sufficient number of technically qualified IT staff to fully support the many computer processing needs of the agency

Maintain ADC policies on agency intranet

ADC will pursue resources for an alternate site backup server for ancillary systems such as QuickBooks, inventories, TMS, law libraries, domain controller, SharePoint, etc.

Second Agency Goal

To provide appropriate facilities for inmates sentenced by the courts.

Objective 1: Backup of state inmates in county jails will be minimized.

Strategies:

Research and Planning Section will provide monthly population growth projections to management for use in seeking additional bed space needed to meet Objective

The Construction Division, under direction of the ADC Management Team, will annually develop a plan for the construction of additional and appropriate male and female housing facilities at existing and/or future locations

Management will assess population growth projections and will include requests for funding for additional beds and work/treatment program facilities during the biennial budget process

Expand Intake and diagnostic process to meet requirements

Support diversion of drug offenders to alternative treatment facilities

Support transitional housing efforts to assist in release of inmates with no parole plan

Provide support for Act 570 of 2011 initiatives

Objective 2: Review and fully implement requirements of the federal Prison Rape Elimination Act (PREA) including maintaining a policy of zero tolerance of sexual assaults in the system.

Strategies:

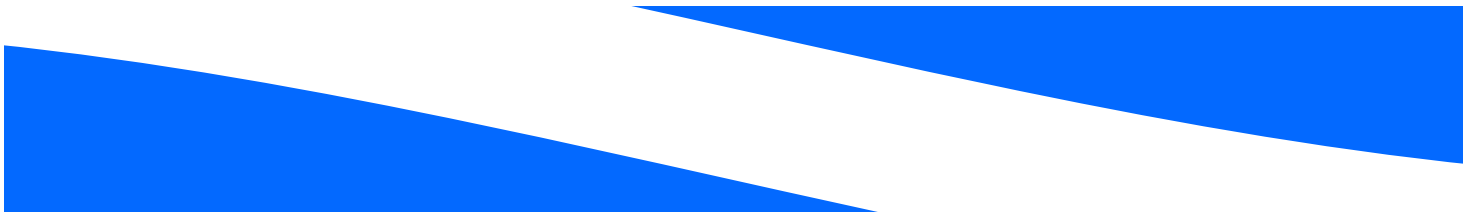
Internal committee will meet on a regular and ongoing basis to provide guidance and policy recommendations to management for meeting provisions of PREA

Continue to seek funding (or federal grants) to upgrade facilities with state of the art camera/recording devices and vision panels on doors where applicable and to provide training to agency personnel

Evaluate additional staff and equipment needs for conducting assessments/special investigations

Ensure segregation of inmates with a history of sexual assault or victimization in prison

Identify and track high-risk offenders and potential victims



- Provide confidential means for inmates to report incidents of sexual abuse allegations including an inmate telephone hot line monitored by the Internal Affairs Division
- Continue programs to educate inmates on sexual abuse prevention and reporting
- Coordinate with local law enforcement and prosecutors to obtain successful prosecution of sexual crimes in facilities
- Review and provide input on proposed PREA standards

Third Agency Goal

To provide constructive correctional opportunities for inmates to successfully return to the community.

Objective 1: Improve risk and needs assessment processes to identify evidence based work/ treatment programs.

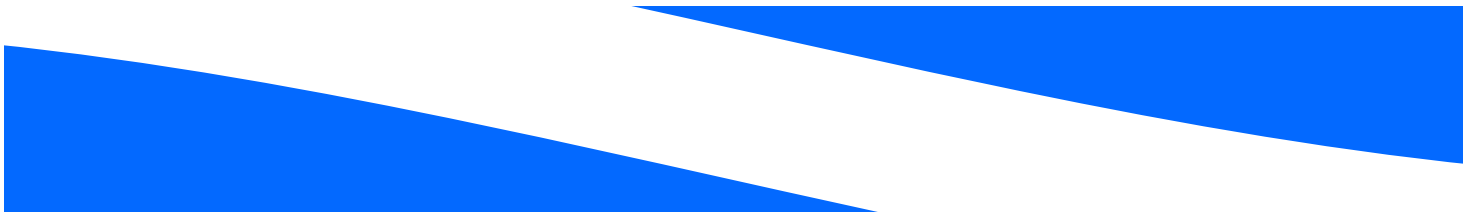
Strategies:

- Continue agency-wide plan of priority needs for consideration in work/treatment placement opportunities
- Classification Committee will evaluate inmates to identify existing work skills available to meet institutional needs
- Expand intake and lengthen assessment process to provide adequate time to conduct assessments
- Evaluate current placement policies for revisions necessary to facilitate appropriate placement
- Expand/Enhance training for intake and assessment personnel in determining appropriate inmate placement
- Continue the utilization of a risk assessment tool in eOMIS for appropriate placement of inmates
- Continue utilization of needs assessment tool and integration as an eOMIS module
- Monitor parent unit assignments

Objective 2: Provide pre-release opportunities that assist inmates in successfully re-entry.

Strategies:

- Develop Re-entry Plan pursuant to Act 570 of 2011
- Maintain ongoing evaluation of pre-release programming to ensure program is evidence based
- Expand evidence based pre-release programs to all major units for inmates based on



needs assessment to include a mini program for those released from Administrative Segregation

Continue contract for operation of faith-based programs

Cooperate with DCC to establish employment and housing opportunities for re-entry

Encourage Faith-Based and other community organizations to establish mentoring programs for re-entry inmates

Objective 3: Provide adequate treatment space/opportunities for inmates as identified by diagnostic risk needs assessment.

Strategies:

Provide and continue available treatment space at facilities as needed

RSVP program operates sufficient number of beds to admit referrals in a timely manner

Cooperate with DCC to work with community providers to identify treatment/program opportunities available upon re-entry in lieu of treatment within an institution

Objective 4: Improve data collection processes within each re-entry work/treatment program to determine successful integration to the community.

Strategies:

Expand plans to ensure evidence based outcomes for individual work and treatment programs

Conduct annual recidivism studies to include applicable evaluations

Explore working with DCC/UALR/or other researchers to conduct assessment of inmates not returning to prison to determine programs that may contribute to a successful reentry

Identify enhancements in eOMIS to facilitate data collection and recidivism studies

Objective 5: Work programs will focus on enhancement/development of inmate work ethics, skills, and opportunities for employment upon re-entry.

Strategies:

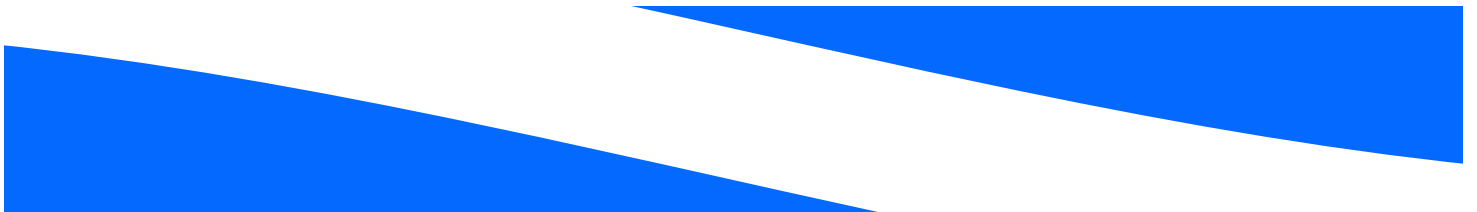
All inmates will be assigned to meaningful work commensurate with their medical, mental, and security classification

Establish certifications for skilled work programs – Farm, Industry, Construction, etc.

Expand Prison Industry Enhancement programs

Expand Work Release opportunities when appropriate

Coordinate with community workforce development agencies to identify skilled work program needs for vocational education



Support expansion of WAGE program to all units

Continue and expand job/resource fair programs at appropriate units

Fourth Agency Goal

To optimize inmate assignments in work programs.

Objective 1: Inmates will be assigned to institutions according to needs of institutions and classification of inmates, with appropriate consideration given to risk needs assessments for program placement requirements.

Strategies:

All Institutions, Farm Division, Industry Division, Construction Division, Warehouse Operations and Administrative Divisions will prepare an inmate staffing plan that will specify number of inmate assignments required at specific locations and specific skill requirements and review at least annually

Evaluate agency needs for special skill inmates and assign inmates to appropriate institutions

Agency will establish a critical priority list for placement of trusty inmates

Continue to evaluate and revise agency policies on inmate placement as may be necessary

Evaluate personnel and facility enhancements that would enable placement of higher security inmates in expanded work settings

Explore RFID/Electronic Monitoring/other technology options for placement of higher risk inmates in work assignments

Objective 2: Provide incentives for positive behavior in work settings.

Strategies:

Expand character-building programs for inmates to enhance the work ethic

Provide opportunities for assignment to work programs of inmates not currently eligible

Seek funding to provide enhanced housing and opportunities for inmates employed in critical agency work assignments

Provide training to staff on motivational interviewing to improve interaction with inmates

Provide incentive programs for inmates to enhance the work ethic

Fifth Agency Goal

To attract and retain quality staff.




Strategies:

- Seek market level increases in salaries, benefits, and other incentives, to include MIPS, Career Service, educational incentives, sign on bonuses, transportation and cover the employee cost of Health Insurance and payment of all banked comp time as it is earned
- Increase career track opportunities to include Mentoring and Career planning program
- Develop incentives that would provide greater job satisfaction to include enhancement of job duties
- Appoint committee to study and develop training on reducing stress of correctional staff
- Improve screening of correctional personnel prior to employment
- Seek expanded onsite housing
- Continue a Correctional Officer Provisional Certification program
- Continue and enhance a Health and Safety Plan
- Training Committee will provide ongoing assessment of ADC Training Programs with emphasis on recruitment and retention

Objective 2: To attract, recruit, and retain non-security and professional personnel.**Strategies:**

- Maintain agency authority through pay plan provisions for labor-market entry rates for positions where we can demonstrate high turnover or difficulty in recruitment or specialized knowledge
- Continue to evaluate the hiring process for specialized positions
- Provide resources for national recruitment for specialized positions
- Utilize existing professional staff to assist in agency recruitment and retention efforts
- Enhance educational opportunities for staff
- Continue internship programs for specialized/professional staff (internal/external)
- Seek expanded onsite housing for professional staff

Objective 3: Establish and maintain a pool of qualified applicants for all positions at all locations.**Strategies:**

- Acquire and maintain an automated tracking system of qualified applicants for all positions
 - Enhance BCOT/ICOT and in-service training opportunities to ensure adequate classes for all personnel
 - Continue recruitment of former ADC employees
 - Continue the pool of qualified applicants for part-time employment
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Maintain the pre-qualification process to ensure that qualified applicants are referred to available open positions and revise as necessary

Optimize utilization of eCademy

Objective 4: ADC staff are highly trained, motivated and dedicated to providing honor and integrity in public service.

Strategies:

Code of Ethics policy will be enforced and all employees will sign an annual Code of Ethics Statement

Continue "Character First" program utilizing character trainers at each unit/location to provide monthly character quality initiatives to all ADC employees

The Legends Auditorium recognizes ADC history and personnel who have significantly contributed to the overall success of the agency

Encourage and enhance opportunities for ADC employees to participate in activities that promote wellness, teamwork, community involvement, educational opportunities, etc.

ADC will support efforts of the Arkansas Association of Correctional Employees Trust (AACET) in its goal to assist agency employees during times of need as a means of strengthening recruitment and retention

ADC Employee Corporations will be encouraged to continue recognition and reward programs

Objective 5: Locate new units in areas with a sufficient labor pool.

Strategies:

Both the seeking of funding for new facilities and the RFP process for location of new facilities will include labor market analysis and population demographics

Sixth Agency Goal

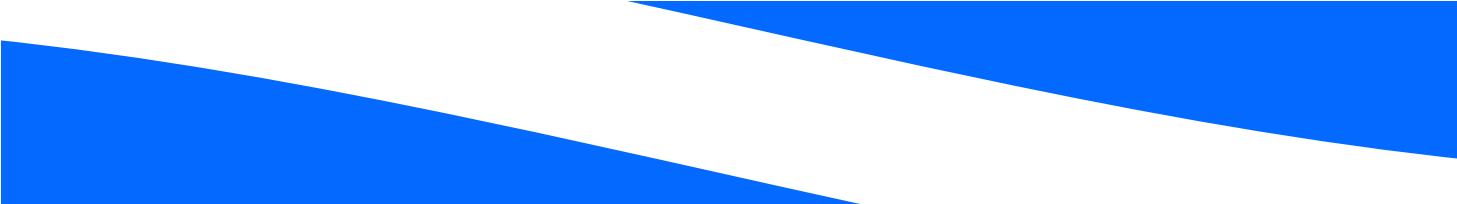
To insure compliance with all local, State and Federal laws as well as Governor's Policy Directives, Administrative Regulations, and Administrative Directives, and to promote accountability, integrity and efficiency for all agency operations

Objective 1: Provide a system of internal review by the agency

Strategies:

Internal Affairs Division will investigate allegations of law and/or policy violations

Internal Auditor will investigate any irregularities in use of agency funds



ADC Internal Audit will conduct annual and quarterly risk assessments of fiscal and human resources processes of the various units and offices as staff and time permit

Management team will continue to monitor and evaluate all ADC policies and review at least annually

Objective 2: Preparation of agency risk assessment plan in accordance with R1-19-4-505 of the Department of Finance and Administration, Arkansas Financial Management Guide.

Strategies:

ADC Internal Audit will coordinate the development and update of the ADC risk assessment plan for all ADC operational segments

ADC will seek increases in internal audit staff to ensure requirements of state and national auditing standards are met and appropriately identified in the ADC risk assessment plan

