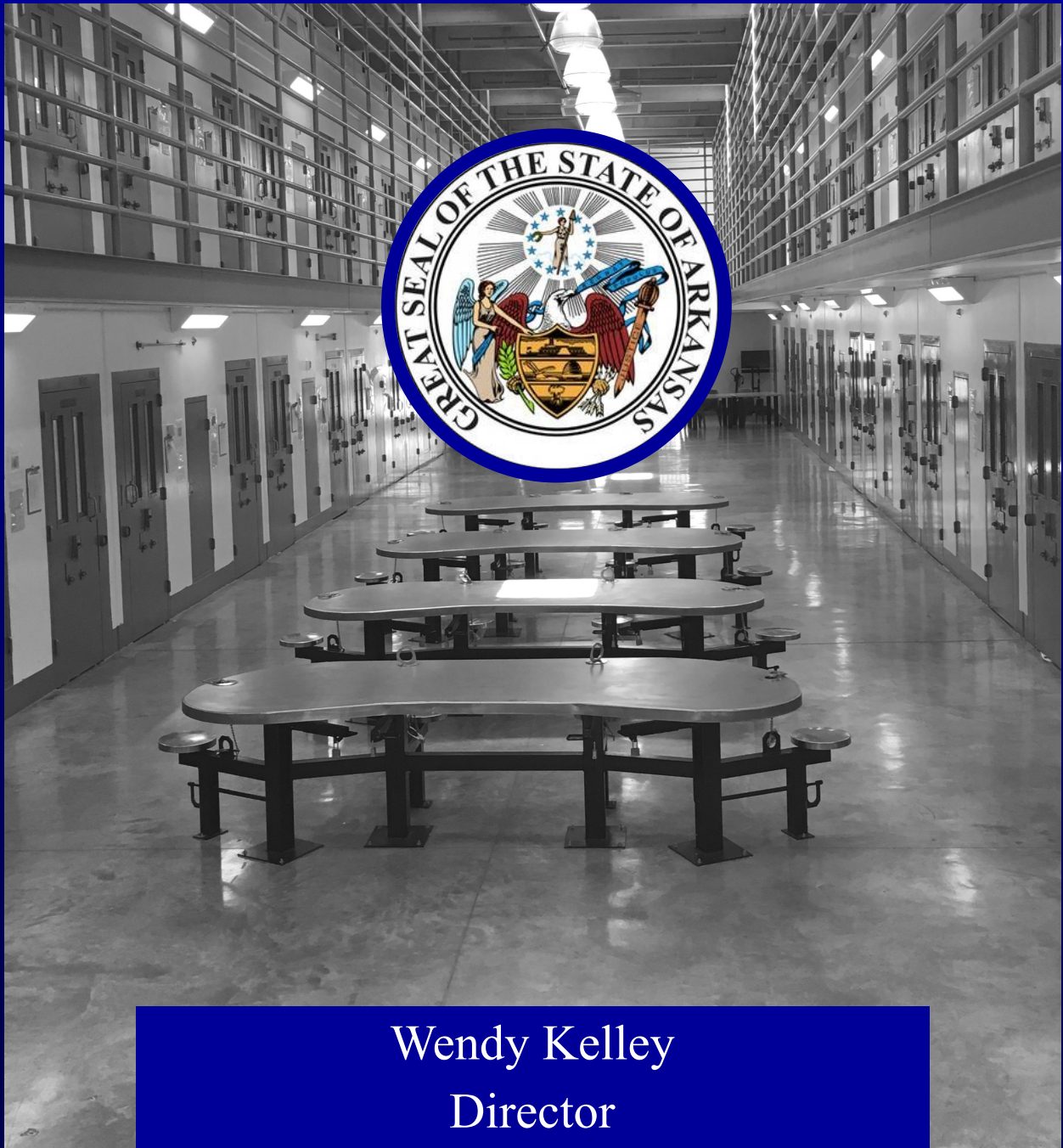


# Arkansas Department of Correction

## 2019-2020

# Strategic Plan



Wendy Kelley  
Director



# Arkansas Department of Correction

## 2019-2020

# STRATEGIC PLAN

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# Mission Statement

The Mission of the Arkansas Department of Correction is to provide public safety by carrying out the mandate of the courts; provide a safe humane environment for staff and inmates; strengthen the work ethic through teaching of good habits; and provide opportunities for staff and inmates to improve spiritually, mentally and physically.

# Vision Statement

The Vision of the Arkansas Department of Correction is to be an honorable and professional organization through ethical and innovative leadership at all levels, providing cost efficient, superior correctional services that return productive people to the community.

# Core Values

- ♦ Honor
- ♦ Integrity
- ♦ Public Service
- ♦ Accountability
- ♦ Transparency



# Goals\*

**First Agency Goal** To maintain cost-efficient care and custody of all inmates.

**Second Agency Goal** To provide safe and secure facilities for inmates and staff.

**Third Agency Goal** To attract and retain quality staff.

**Fourth Agency Goal** To provide constructive correctional opportunities that will help inmates successfully return to their communities.

**Fifth Agency Goal** To optimize inmate assignments in work programs.

**Sixth Agency Goal** Transparency.

\*The Arkansas Department of Correction Strategic Plan advances all of the Governor’s Statewide Goals. It directly supports the Goals of “Protecting the Public’s Safety and Security” and “Transforming the Culture of State Government”.



## **The Arkansas Department of Correction's 2019-2020 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 and custody of all inmates.**

#### **Measureable Objective: Cost Per Day**

##### **Objective 1: Reduce Cost**

###### **Strategies:**

- ◆ Identify each cost center and evaluate with zero based budgeting.
- ◆ Identify, approach and train additional volunteers
- ◆ Maximize use of volunteers.
- ◆ Continue to reduce staff overtime by filling vacancies.
- ◆ Retain current employees to reduce training cost.
- ◆ Approach criminal justice programs and offer to lecture or present on correctional career opportunities.
- ◆ Include offers to present at career days.
- ◆ Continue to revise the FTO/mentoring program and recognize those staff (for example, ensure each receives an FTO pin).

##### **Objective 2: Better Utilize Technology**

###### **Strategies:**

- ◆ Explore additional options for kiosk.
- ◆ Explore additional options for video conferencing (court appearance, claims commission, parole board, healthcare request, commissary, etc.)
- ◆ Continue to contact the courts to inform them of video availability as we get pick up orders, we will review and add contact person(s).
- ◆ Expand Tele-health & on-site services.
- ◆ Expand inmate emails to tablets & kiosk.
- ◆ Expand the use of technology for training.
- ◆ Explore other methods to improve security around contraband (cellphones, cameras and fences).
- ◆ Implement isolation rounds in electronic system.

##### **Objective 3: Reduce Energy Cost & Usage**

###### **Strategies:**

- ◆ Continue implementation of agency strategic energy plan pursuant to Executive Order 09-07 (EO 09-07).
- ◆ Continue to replace outdated equipment with newer energy-efficient equipment.
- ◆ Expand construction efforts that incorporate energy-saving elements.
- ◆ Explore renewable energy sources (Geothermal, Solar Panels, etc.).
- ◆ Expand Recycling Program
  - ◇ Recycle on the free-lines within ADC.
  - ◇ Encourage all units to expand their recycling programs and/or create recycling centers.
  - ◇ Establish waste recycling coordinator at each facility in order to implement and coordinate recycling efforts.
- ◆ Explore additional energy expansion programs at EARU & Delta as well as to other units.
- ◆ Energy audits of existing BOQ to reduce energy usage.



## Second Agency Goal

**To provide safe & secure facilities for inmates and staff.**

### Measurable Objective: County Jail Backup & Bed Capacity

#### Objective 1: Prevent Escapes

##### **Strategies:**

- ◆ Continue annual security audits and expand as appropriate at all facilities.
- ◆ Maintain increased visits to work-release job sites.
- ◆ Continue ACIC background checks on intakes prior assignment to units and job assignment outside fence.
- ◆ Continue to upgrade facilities including recreation areas and metal buildings.

#### Objective 2: All Facilities will be Safe and Secure

##### **Strategies:**

- ◆ Continue to enhance contraband interdiction efforts at all facilities.
- ◆ Quarterly mass searches at a facility with ERT and field staff.
- ◆ Eliminate remaining blind spots in each facility.
- ◆ Continue drills with all staff responding to Inmate/Staff emergencies.
- ◆ Continue unit monthly vulnerability assessment program to detect vulnerable areas before incidents occur with copies to the Warden, Deputy Director and Department Emergency Preparedness Coordinator.
- ◆ Improve use of software to detect patterns in incident occurrences to ensure good security practices are being administered throughout ADC facilities. (Cost to role out geo-mapping beyond ORCU).
- ◆ Continue to seek funding 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.
- ◆ Continue to identify and track high-risk offenders and potential victims.
- ◆ Expand use of staff protective vests, tasers and body scanners.
- ◆ Continue to work with Prosecuting Attorneys & Arkansas State Police to expand prosecution for crimes inside our facilities.

#### Objective 3: Decrease County Jail Backlog

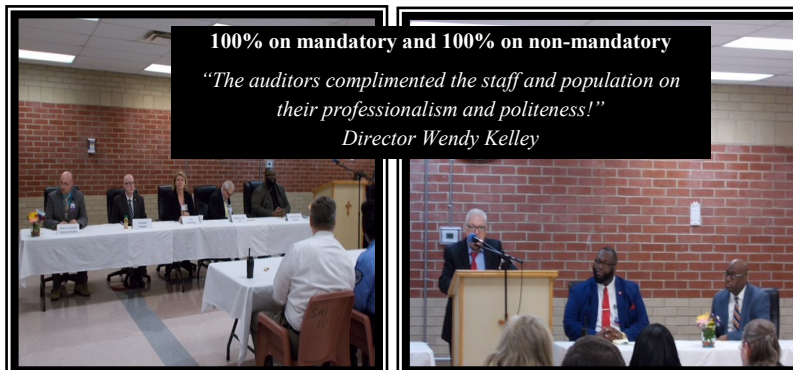
##### **Strategies:**

- ◆ Maximize use of current facilities.
- ◆ Establish and encourage programs to reduce recidivism.
- ◆ Work with the Parole Board on paroling inmates from county jails when possible.

#### Objective 4: Improve ACA Process

##### **Strategies:**

- ◆ Continue to move forward with electronic files for ACA.
- ◆ Continue all required training and document attendance and subject matter on self-audit drills, safety meetings, etc., at each facility to ensure compliance.
- ◆ All security, fire/safety and ACA annual reports and audits of each unit and corrective action plan shall be reviewed as part of the Warden's annual performance evaluation.
- ◆ Audit unit files annually to ensure they are complete.







## **Third Agency Goal**

**To attract and retain quality staff.**

### **Measurable Objective: Decrease vacancy numbers**

#### **Objective 1: Create a Succession Plan**

##### **Strategies:**

- ◆ Identify staffing needs for the agency.
- ◆ Attract, recruit and retain staff including the use of social media to highlight staff & opportunities.
- ◆ Identify mentors, FTO's and individuals in agency.
- ◆ Continue mentoring program for Deputy Wardens and expand to new supervisors and FTO's.
- ◆ Create a plan for promotion/advancement.
- ◆ Maintain agency authority through pay plan provisions for labor-market entry rates for positions where we can demonstrate high turnover or difficulty in recruitment.
- ◆ Provide resources for national recruitment for specialized positions.
- ◆ Utilize existing professional staff to assist in agency recruitment and retention efforts.
- ◆ Continue to enhance education and training opportunities for staff and re-establish generational training for supervisors.
- ◆ Continue internship programs for specialized/professional staff (internal/external).
- ◆ Continue to work with local universities to provide internship opportunities.
- ◆ Allow training credit for approved continuing educational hours.
- ◆ Work with Office of Personnel Management on pay plan for all positions and salary issues.

#### **Objective 2: Enhance Training**

##### **Strategies:**

- ◆ Review current training.
- ◆ Optimize utilization of e-CADEMY.
- ◆ Evaluate needs, changing trends and programs. Reinstate generational gap for supervisors.
- ◆ Encourage employees to earn national/state certifications.
- ◆ Gather and share proven techniques, programs and strategies from other jurisdictions.
- ◆ Training Committee will continue the comprehensive training plan to provide a CORPS-Culture of Respect, Professionalism and Service Principles that includes components aimed at reducing assaults on staff and use-of-force incidents to make facilities safer for staff and inmates. Components include the disciplines of Creating Credibility, Advanced Communication Skills, Managing the Motive and Correctional Security Basics.
- ◆ Continue the training for staff to recognize signs of potential PREA situations before they happen.
- ◆ Continue to provide training to staff on motivational interviewing to improve interaction with inmates.
- ◆ Expand and advertise opportunities for professional certification for staff.
- ◆ Training/Refresher Course for Supervisors.
- ◆ Continue Gender Responsiveness training for those working with female inmates.

#### **Objective 3: Improve Educational Opportunities**

##### **Strategies:**

- ◆ Encourage higher education that is applicable to corrections, with scholarships from AACET.
- ◆ Continue/enhance Management Level Training/Review.
- ◆ Implement flex scheduling for staff while they are enrolled in college courses.
- ◆ Improve and pay for training over and beyond mandatory training certifications.
- ◆ Encourage employees to share what they learn at training and/or conferences.

#### **Objective 4: Maintain annual turnover of correctional officers to 20% or below over the next five years**

##### **Strategies:**

- ◆ Develop incentives that would provide greater job satisfaction to include enhancement of job duties.
- ◆ Continue the development of training on reducing stress of correctional staff and improve employee wellness.
- ◆ Training Committee will provide ongoing assessment of ADC Training Program with emphasis on recruitment and retention.
- ◆ Continue efforts to evaluate and implement flex scheduling for security staff to ensure the straight (gap) time is minimized to the extent possible

### **Third Agency Goal: (Continued)**

#### **Objective 5: ADC Staff are highly trained, motivated and dedicated to meet the core values**

##### **Strategies:**

- ◆ Code of Ethics training will be held annually and the policy enforced.
- ◆ Encourage and enhance opportunities for ADC employees to participate in activities that promote wellness, teamwork, community involvement, educational opportunities, etc.
- ◆ ADC Employee Corporations will be encouraged to continue recognition and reward programs.
- ◆ Supervisors should encourage and refer employees to the EAP (Employee Assistance Program) at the onset of a problem.
- ◆ Agency supports an annual Pinnacle Awards Program to recognize excellence.
- ◆ Search for additional methods of communicating policies and changes to staff at all levels.

### **Fourth Agency Goal**

**To provide constructive correctional opportunities that will help inmates successfully return to their communities.**

#### **Measureable Objective: Recidivism by Program/Waiting List(s)**

##### **Objective 1: Reduce Misconduct**

##### **Strategies:**

- ◆ Reduce idleness by assigning inmates with physical limitations to meaningful work assignments or programs. Programs should include the use of workbooks and certificates.
- ◆ Motivate participation in programs and work assignments by offering incentives such as good time/certificates, etc.
- ◆ Refine the social histories and assessments of all inmates at intake and facilitate placement in programs at the earliest possible date.
- ◆ Maintain ongoing evaluation of programming to ensure programs are evidence-based.
- ◆ Continue to expand the use of tablets with Good Grid and Edovo programming.

##### **Objective 2: Lower Recidivism**

##### **Strategies:**

- ◆ Improve Re-Entry planning.
  - ◇ Continue to ensure the inmates have re-entry plans at least 120 days before release (Classification). Update with ARORA Risk Tool for use in programming waiting list and parole.
  - ◇ Continue to help inmates focus on re-entry planning by assigning them to re-entry accountability coaches who will complete report cards on inmates' progress.
- ◆ Expand educational opportunities via online classes and use of tablets.
- ◆ Require specific goals for inmates as part of re-entry planning.
- ◆ Seek and identify community support.
- ◆ Continue to improve use of re-entry barracks at facilities.
- ◆ Continue work with Department of Human (DHS) for family reunification.





## **Fourth Agency Goal: (Continued)**

### **Objective 3: Improve Inmate Health**

#### **Strategies:**

- ◆ Continue to utilize community mental health services upon release.
- ◆ Expand education about nutrition.
- ◆ Encourage lifestyle changes by expanding recreational opportunities (Dance 2B Free & Yoga).
- ◆ Continue training of all correctional staff on recognition of physical and mental illness and suicide prevention.
- ◆ Continue providing a heart-healthy diet and a heart-healthy selection of snacks in the unit commissaries.
- ◆ Provide opportunities for mental health certification to staff working in Residential Program Unit (RPU).

### **Objective 4: Decrease Administrative Segregation and Isolation Populations**

#### **Strategies:**

- ◆ Provide opportunities for inmates to work into a step-down program.
- ◆ Use dis-incentives to encourage inmates to return to general population.
- ◆ Mental Health will continue to review Super Max placements and bring any concerns to the Warden.
- ◆ Continue to ensure segregation of inmates with a history of sexual assault in prison as appropriate.
- ◆ Inmates shall not be released from restrictive housing to the community without prior notice to the Chief Deputy Director or Deputy Director of Institutions.

### **Objective 5: Improve data collection process with each re-entry work/treatment program to determine successful integration to the community.**

#### **Strategies:**

- ◆ Expand plans to ensure evidence-based outcome for individual work and treatment programs.
- ◆ Continue annual recidivism studies to include expansion of program evaluations.
- ◆ Identify enhancements in eOMIS to facilitate data collection and recidivism studies.
- ◆ Improve data quality with staff training.

## **Fifth Agency Goal**

**To optimize inmate assignments in work programs.**

### **Measureable Objective: Number of inmates assigned to a work program vs. those unassigned**

#### **Objective 1: 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/restriction(s).
- ◆ Train staff to update the inmates' skills profile in eOMIS with work skills and certifications.
- ◆ Continue certifications for skilled work programs-Farm, Industry, Construction, Vo-Tech, etc. (boiler, water, plumbing, HVAC, wastewater, auto, electrical).
- ◆ Continue and expand Prison Industry Enhancement Programs.
- ◆ Expand work-release opportunities when appropriate.
- ◆ Support expansion of WAGE (Work Force Alliance for Growth and Economy) Program and workshops to all units.
- ◆ Continue and expand job/resource fair programs at appropriate units.
- ◆ Evaluate personnel and facility enhancements that would enable placement of higher security inmates in expanded work opportunities.
- ◆ Encourage faith-based and other community organizations to establish mentoring programs for re-entry inmates.
- ◆ Continue to update the re-entry tab and program descriptions on ADC's website for community resources.

#### **Objective 2: Reduce Inmate Grievances**

##### **Strategies:**

- ◆ Continue staff training on Department Policies to guide inmates.
- ◆ Strengthen classification of inmates for placement in meaningful jobs.



## **Fifth Agency Goal: Strategies (Continued)**

- ◆ Better communication with inmates should decrease grievances such as monthly notices and training on communication techniques.
- ◆ Review and improve safety procedures.

## **Objective 3: Improve Inmate Education**

### **Strategies:**

- ◆ Work and vocational assignments should enhance knowledge of skill sets.
- ◆ Industry will assist in educating the inmates on job skills.
- ◆ Continue programs to educate inmates and staff on sexual abuse prevention and reporting.
- ◆ Coordinate with community workforce development agencies to identify skilled work program needs for vocational education.
- ◆ Continue work with Shorter College, Arkansas State University-Newport, Likewise & Central Arkansas Baptist Bible Institute (CABBI).
- ◆ Explore Seminary Programs and expansion of college programs thru Ashland University.

## **Sixth Agency Goal**

### **Transparency**

## **Measurable Objective: Percentage of Request for Information can be answered on the ADC Website**

### **Objective 1: Improve Accountability**

#### **Strategies:**

- ◆ Post cost per day information in Annual Report and Statistical Pamphlet
- ◆ Post ADC contracts on the ADC Website

### **Objective 2: Improve Relationships with Law Enforcement**

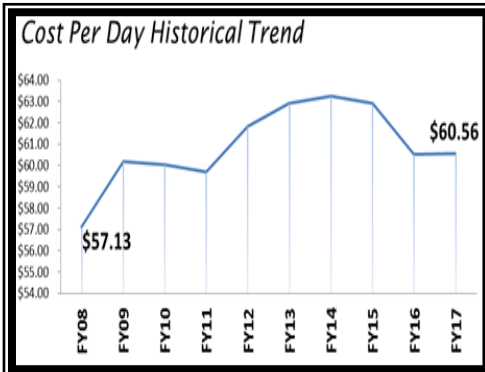
#### **Strategies:**

- ◆ Explain our rules, process and costs to Prosecuting Attorneys, Sheriffs, Police Chiefs, US Marshalls, State Police, Fusion Center, FBI, Jail Administrators, Federal Probation, Parole Board, ACC and Circuit Judges.
- ◆ Continue to offer instructions and training to the law enforcement community.
- ◆ Continue to conduct emergency drills with other law enforcement and first responder agencies throughout the state to deal with escapes and other emergencies.

### **Objective 3: Improve Public Relations**

#### **Strategies:**

- ◆ Explain our rules, processes and costs to legislators, stakeholders and media.
- ◆ Invite legislators and media to tour units for specific events.
- ◆ Expand use of social media to share departmental information



## **Sixth Agency Goal: (Continued)**

### **Objective 4: Educate the Public**

#### **Strategies:**

- ◆ Improve website content.
- ◆ Continue to offer civic groups and schools the opportunity to utilize our inmate panels.
- ◆ Release positive stories.
- ◆ Explain the effects of sentencing guidelines on the prison system at the sentencing commission CLE.
- ◆ Continue to place monthly Board reports on the ADC website.



#### **Arkansas Department of Correction**

P. O. Box 8707  
Pine Bluff, Arkansas 71611  
870-267-6999 (phone)  
870-267-6373 (fax)

[adc.webmaster@arkansas.gov](mailto:adc.webmaster@arkansas.gov) (email)



#### **Board of Corrections**

Benny Magness ~ Chair  
Senator Bobby Glover ~ Vice-Chairman  
Buddy Chadick ~ Secretary  
Reverend Tyrone Broomfield ~ Member  
John Felts ~ Member  
Dr. William "Dubs" Byers ~ Member  
Whitney M. Gass ~ Member  
Mark Colbert ~ Compliance Attorney  
Shari Gray ~ Administrative Assistant

#### **ADC Management Team**

Wendy Kelley ~ Director  
M. D. Reed ~ Chief Deputy Director  
Dexter Payne ~ Deputy Director  
Rory Griffin ~ Deputy Director  
Mark Cashion ~ Assistant Director  
Gail Mainard ~ Assistant Director  
Jim DePriest ~ Assistant Director/Chief Legal Counsel  
Solomon Graves ~ Public Information Officer/Legislative Liaison  
Jada Lawrence ~ Executive Assistant to Director Kelley

#### **Prepared By:**

**The Research & Planning Division**  
Tiffany Compton ~ Administrator  
Darrell McHenry ~ Administrative Analyst



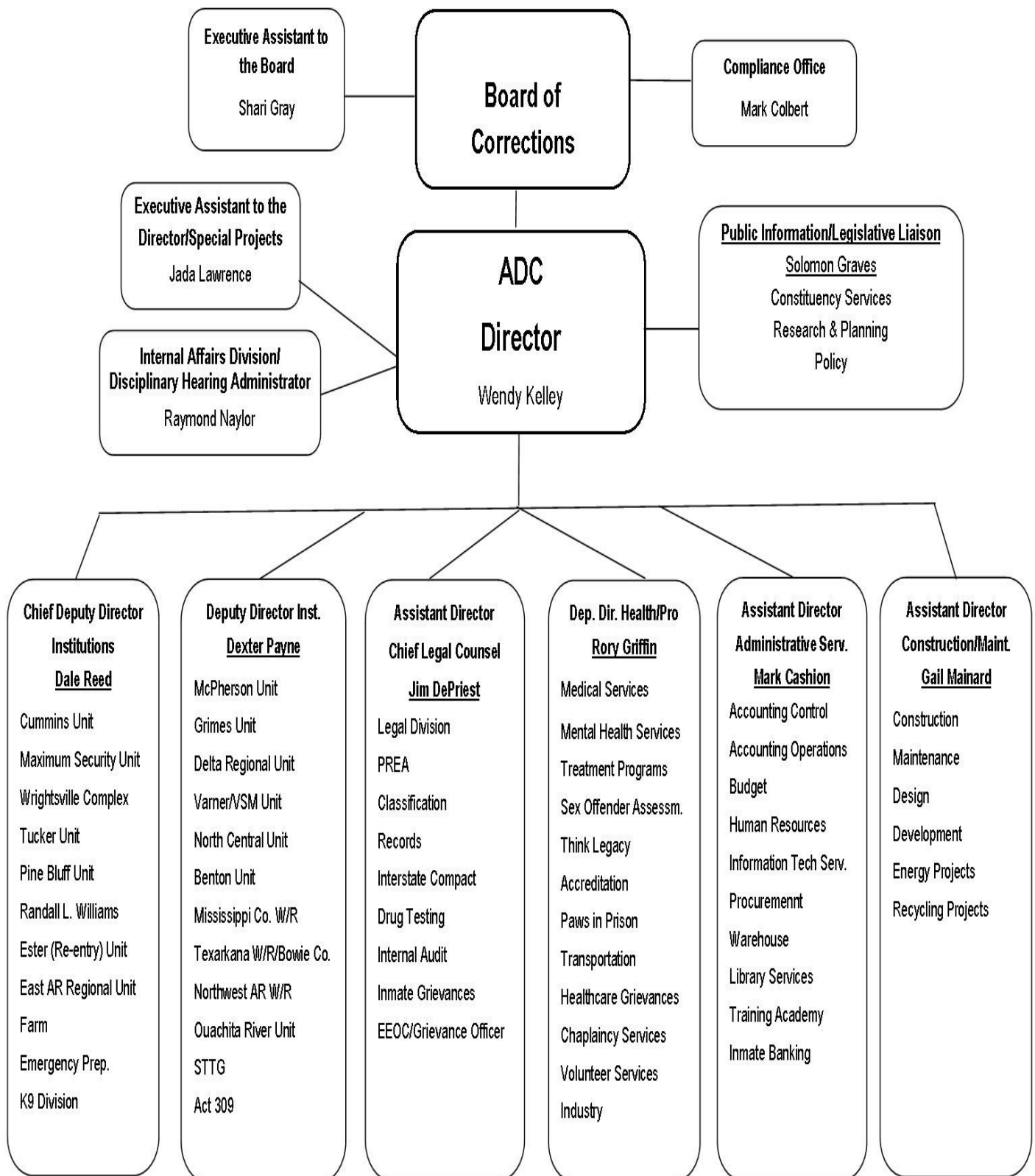
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# Arkansas Department of Correction / Organizational Chart

06/30/2018



06/30/2018/TC