

THE ADVOCATE



A publication for employees of the Arkansas Department of Correction

February 2014

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Honoring excellence in corrections at the 2013 Pinnacle Awards



Governor Mike Beebe thanks ADC employees for making Arkansas safer.

Arkansas Department of Correction employees gathered for a festive evening in January at the Governor's Mansion in Little Rock for the presentation of the 2013 Pinnacle Awards.

The event, sponsored by the Arkansas Association of Correctional Employees Trust, recognized the achievements of ADC employees on Jan. 24.

Shea Wilson, ADC Public Information Officer, offered opening remarks and introduced Governor Mike Beebe who offered encouragement and thanks to ADC

employees.

"Thanks to you," said Beebe, "Arkansans go to sleep *safer* every night, and they don't even realize it."

Director Ray Hobbs welcomed the honorees and their guests and also offered appreciation to ADC employees.

"This night is one of the most appealing parts of my job," said Hobbs. "I get to say *thanks*."

Chaplain John Mark Wheeler offered grace, and Board of Corrections member Buddy Chadick, was the guest speaker.

Chadick offered re-



Board of Corrections member Buddy Chadick speaks to honorees at the 2013 Pinnacle Awards.

marks about the importance of having and recognizing the heroes in one's life and about true leadership qualities.

Continued on page 3

Board approves preliminary plans on new prison

The Board of Corrections, with a nod of approval from Gov. Mike Beebe, approved preliminary work on a 1,000-bed prison when it met Jan. 23 at the Grimes Unit. We will be seeking \$5.1 million to carry us through this planning phase, which will include engineering and architectural plans as well as land acquisition.



Ray Hobbs
Director

When it's all said and done, this new facility will cost around \$85 million, but we expect for it to be built in phases. You can eat an elephant one bite at a time and building a prison is akin to that concept. You just have to stick with it.

Governor Beebe's executive rec-

ommendation during pre-fiscal session budget hearings in January included supplemental money to carry us through the end of June: \$719,873 in appropriation and funding to open 200 beds at the North Central Unit; \$7.4 million for county jail reimbursements and \$10 million to cover accrued salary liabilities for holiday payouts, hazardous duty pay and GAP payments. For FY 2015, the governor recommended \$5,750,508 in additional appropriation and \$5 million in additional funding to open 374 new beds throughout the agency. These include the continuance of the 200 beds at NCU, 60 beds at McPherson, 56 at Ouachita River and 58 at the Northwest Arkansas Work Release Center. An additional \$6 million in funding also was recommended for county jail reimbursement in FY 2015.

That's a lot of dollar signs and if those recommendations materialize, we will be in much better shape. But, there's always a snag.

We are very concerned that the

increases in the executive recommendations could be entirely eliminated. If the Legislature does not ratify the Governor's recommendation to continue the Private Option Medicaid expansion approved last year, then the Governor's proposed balanced budget will have to be cut by approximately \$89 million dollars, which will wipe out any new increases recommended and require significant additional cuts that could heavily affect our base level budget – even require that current prison beds be closed. That would translate into many lost jobs.

Most of us don't want to be caught up in politics and I certainly try to avoid it in this space, but everyone needs to understand the impact if the private option is not continued. The results would be difficult for us to stand.

It is crucial that we are all informed about the Private Option for the good of our state and specifically the urgent needs of ADC.

The fiscal session begins on Feb. 10. Stay tuned.



Ellis retires

After almost 28 years of service with the State of Arkansas, Frank Ellis, Audit Manager, is calling it quits. His last day was Jan. 31.

Pilkington receives 'thumbs up'

Jason Pilkington, a Program Specialist at the Benton Unit, was honored recently by Sonic of East End with their "Thumbs Up of the Month" award.

Pilkington is the coordinator of the Watch D.O.G.S. (Dads of Great Students) program at East End Elementary and East End Intermediate Schools.

Watch D.O.G.S. are fathers, grandfathers, or other male volunteers who perform a variety of tasks during their volunteer day. These tasks include monitoring the school entrance, assisting with unloading and loading

of buses and cars, monitoring the lunch room, and helping in the class-



room with a teacher's guidance by working with small groups of students on home-

work, flashcards, or spelling.

Salute to another ADC employee for a job well done!

2013 Pinnacle Awards



Kim Lum of the Delta Unit, accepts the Hero Award from Deputy Director Grant Harris.



Lt. Steven Lively, Sgt. Kyle Moody, and Cpl. Heath Branscum of the NCU Unit, receive the Director's Citation of Excellence.

More photos on pages 4 and 5

Continued from Page 1

“Leadership is really the development of people,” said Chadick. “Leadership is about never asking someone to do something you wouldn't be willing to do yourself.”

“I can say this about the ADC and the ACC,” said Chadick. “I have never been around a more professional group of people. You do a wonderful job.”

The 2013 Pinnacle Award winners are:

Ardella Bearden of the Director's Staff, Employee of the Year; Teresa Funderburg, Administrative Services,

Supervisor of the Year; Stanley Ray Hendon, Northwest Arkansas Work Release Center, Correctional Officer of the Year; Cordall Akins of Randall Williams Unit, Correctional Supervisor of the Year; James ‘Hoot’ Gibson of the Delta Unit, Deputy/Assistant Warden of the Year; Dexter Payne of the Wrightsville Unit, Warden of the Year; Kim Lum of the Delta Unit, Hero Award; Cpl. Heath Branscum, Sgt. Kyle Moody, and Lt. Steven Lively of the North Central Unit, Director's Citation of Excellence; and the Director's Outstanding Service Awards were presented to Marvin Evans, Essie Clay, Sandra Kennedy, Lover Polk, Jeremy Andrews, and Jada Lawrence.

Laws are partly formed for the sake of good men, in order to instruct them how they may live on friendly terms with one another, and partly for the sake of those who refuse to be instructed, whose spirit cannot be subdued, or softened, or hindered from plunging into evil.

Plato, Greek author & philosopher in Athens

2013 Pinnacle Awards



Marvin Evans, Deputy Director, accepts the Director's Outstanding Service Award.



Jeremy Andrews of the Varner Unit accepts the Director's Outstanding Service Award.



Essie Clay of the East Arkansas Unit receives the Director's Outstanding Service Award.



Jada Lawrence of the Director's Staff receives the Director's Outstanding Service Award.



Sandra Kennedy of Institutions accepts the Director's Outstanding Service Award.



Lover Polk of the Tucker Unit receives the Director's Outstanding Service Award.

2013 Pinnacle Awards



Stanley Ray Hendon of Northwest Arkansas accepts the Correctional Officer of the Year Award from Assistant Director Leon Starks.



Dexter Payne of the Wrightsville Unit accepts the Warden of the Year Award from Director Ray Hobbs.

Ardella Bearden of the Director's Staff receives the Employee of the Year Award from Assistant Director Mike Carraway.



James 'Hoot' Gibson of the Delta Unit receives the Deputy Warden of the Year Award from Chief Deputy Director Wendy Kelley.



Teresa Funderburg of Admin Services receives the Supervisor/Administrator of the Year Award from Deputy Director Marvin Evans.



Cordall Akins of the Randall Williams Unit receives the Correctional Supervisor of the Year Award from Deputy Warden John Craig.

Three receive 30-year service awards from ADC Management Team



Sharon Simmons, Max Unit program specialist



Randy Patoka, Cummins Unit recreation supervisor



Sgt. Sherwin Hill, Wrightsville Unit



Pinning

Jennifer Norris, middle, is pinned the new Food Production Manager at the Tucker Unit by Deputy Warden John Lowe, on left, and Warden Stephen Williams.



Paws in Prison check

Representatives of the Ouachita River Correctional Unit present Public Information Officer Shea Wilson with a check to Paws in Prison. ORCU won the business division in the Malvern Christmas Parade and gave their \$100 winnings to PIP. From left are Tricia Ross, ORCU PIP coordinator; Wilson; Christy Littleton, grievance officer; Mike Littleton, maintenance supervisor; Genia Davis, administrative assistant and Warden Dale Reed.

Out with the old,
in with the new ...

Help ADC rename the old Diagnostic Unit

Sponsored by



Looking to the future

When the old Diagnostic Unit is remodeled and reopened, it will need a new name. ADC needs your help in making the right choice. The winning idea will receive a 60-inch flat screen television or the equivalent monetary value. Submit ideas to

Public Information Officer Shea Wilson

by noon on February 26: shea.wilson@arkansas.gov

The winner will be submitted to the Board of Corrections for final approval

New law class taught at Central Office

Legal resources and research was the topic of a new class offered to ADC staff.

Lisa Wilkins, Attorney Supervisor, along with special guest speakers: Communications Counsel Stephanie Harris and Librarian Rod Miller, both from the Ar-



kansas Supreme Court, and Professor of Librarianship Jessie Burchfield from the UALR Bowen School of Law, taught an informational class on Jan. 3 at Central Office.

Twenty-eight people attended representing all the units. The topics included online research and form resources, public resources available, general information about pleadings and deadlines, responding to requests from isolation inmates on restricted access to the law library while afford-



ing them their constitutional rights, and navigating unusual requests law librarians receive from inmates.

“I believe [the new class] was very well received,” said Wilkins. “Everyone was very enthusiastic and participatory.”

The class, which is now scheduled to be given annually, was an instructive and interactive course de-

signed by Wilkins and the other presenters.

Its purpose is to assist the program specialist and other ADC staff acting as law librarians to perform their duties in that capacity more effectively and efficiently while protecting the rights of inmates’ access to courts within the parameters of ADC policy and procedure.



Job fair

ADC HR Recruiter Jack Broach speaks to a prospective employee at a job fair in Pine Bluff.

Food for thought

BIGWIG (someone in a high-profile position)

For nearly two centuries, powdered wigs—called perukes—were all the rage. Patchy hair loss was one of the results of syphilis, the STD which struck Europe with a vengeance. At the time, hair loss was a one-way ticket to public embarrassment. Wigmaking surged. Perukes were also coated with powder and scented with lavender or orange to hide any funky aromas. This ‘necessity’ became style in 1655 when the King of France began losing his hair. Perukes also became expensive. Now we have a BIGWIG, a term used to describe a snob who could afford a big, poufy peruke.

Red Ribbon Run Scholarship guidelines defined

It's time once again to apply for a Red Ribbon Run Scholarship. Four \$750 scholarships are available for graduating seniors of 2014. These scholarship are intended for employee's children who will be graduating from high school in 2014. This also includes any graduating seniors from Jefferson County schools.

Scholarship applications will be provided to the following schools:

Pine Bluff High School
Dollarway High School
Watson Chapel High School
White Hall High School

The Red Ribbon Run Scholarship Recipient Guidelines are as follows:

- Scholarships will be given to a graduating high school senior from Jefferson County. (Also includes all High Schools seniors who are children of employees of the Department of Correction).
- The recipient must attend an accredited college or university in the State of Arkansas.
- The recipient must be a citizen of the USA.
- The number of hours a scholarship recipient must carry will be 12 hours or more per semester.
- The Red Ribbon Run Committee or an appointed designee will look at the financial need of each applicant. (Proof of financial need should be given on the application).
- The number of scholarships given this year will be four at \$750 each. (Only when monies are available and voted on by the Committee shall the number and dollar amount change.)
- Scholarship monies will be used for tuition, books, fees or equipment.
- The scholarship check will be made payable to the college or accredited school.
- The applicant must have a 2.00-point grade average to be eligible for a scholarship from the Department of Correction – Red Ribbon Run Committee.
- Scholarship applications must be completed in full before the committee will accept.

The Red Ribbon Run Scholarship application is available on the ADC Spotlight/Announcements.

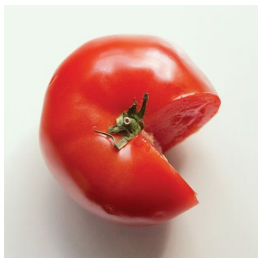


Health Matters

Food waste is a major issue around the world

Food waste is a major global issue that affects the environment, economy and food security. According to a 2012 report by the National Resources Defense Council, American families throw out 25 percent of the food they buy. That's roughly the equivalent of \$1,500 wasted each year.

Chef Alex Guarnaschelli, who participated in Food Network's "The Big Waste"



special and serves as a judge on "Chopped," is encouraging food enthusiasts to love food more and waste it less, one day at a time.

"One of the most important steps we can take in an effort to reduce food waste is prepping ingredients properly right from the start," Guarnaschelli says. "Just take time on Sunday, the day when most people grocery shop and prep for the week ahead, to wrap and protect foods to help keep food fresh all week. This, combined with other steps like planning ahead and using leftovers can go a long way in trimming food

waste."

According to Glad Food Protection's recent Fridge to Fork report, two-thirds of Americans throw away food weekly or more frequently. Follow these few easy preparation and protection tips to help save time, money and the environment:

- **Look beyond looks:** Nothing's perfect - fresh fruits and vegetables included. Often, anything with bruises, bumps or oddities gets picked over. But a misshaped tomato could end up being the firmest and tastiest of the bunch. Don't be afraid to buy something imperfect, you may be surprised.
- **Prep and protect:** Food spoils in homes due to improper or suboptimal storage, poor visibility in refrigerators, partially used ingredients and misjudged food needs, according to the National Resources Defense Council report. Taking easy steps to prep and protect food before storing helps keep food fresher longer. For example, keep kale crisp by wrapping in a paper towel, storing in an airtight Glad Zipper bag and placing in the coldest part of

the fridge.

- **Leftover do overs:** Don't scrap today's leftovers or excess ingredients; use them for tomorrow's meals. Extra baked or rotisserie chicken? Debone and shred what's left, and store it in an airtight container to later make chicken enchiladas the whole family will enjoy. Leftover cooked veggies? Use them as the base for a slow cooker meal.
- **Play musical shelves:** When you purchase new food, shuffle the older items to the front, putting the newer items towards the back. You'll be prompted to use these items first, before they go bad.
- **Lead with the list:** Plan meals ahead for a trip to the store. A detailed list will help curtail impulse purchases and over-buying. Be realistic about what you're going to prepare, accounting for days you'll eat leftovers or go out.

More pointers can be found at: <http://www.glad.com/food-storage/protection-pointers/>

Source: timesonline.com

February is American Heart Month

Heart disease kills an estimated 630,000 Americans each year. It's the leading cause of death for both men and women. In the United States, the most common type of heart disease is coronary artery disease (CAD), which can lead to a heart attack. You can greatly reduce your risk for CAD through lifestyle changes and, in some cases, medication.

Since 1963, February has been celebrated as American



Heart Month to urge Americans to join the battle against heart disease.

Since 2004, February also has been the signature month for the American Heart Association's Go Red For Women campaign and the message that heart disease is not only a man's problem.

For tips on getting healthy and recognizing symptoms go to: <http://www.heart.org/HEARTORG/>

Brockman turns contraband into calling cards

There's our cell phone star Mike Brockman sporting his wife's pink fishing hat. After all the fabulous publicity ADC received in December for donating its seized contraband to charity, Brockman was kind enough to autograph the photo for fellow IA Investigator Ruth Clark. The photo grew legs and made its way to my office and voila ... here it is.



Shea Wilson
Public Information Officer

After cell phones are seized in prisons they make their way to Brockman, who looks at them for information and sorts them based on where the phones are in the investigative process. Up until recently, he had boxes of cells phones. Then he came across Cell Phones for Soldiers and made arrangements to donate more than 1,500 phones to the non-profit organization. Proceeds from the recycled phones buy prepaid international calling cards for the troops overseas. And, he had the idea to share his donation plans in advance so I could organize media coverage.

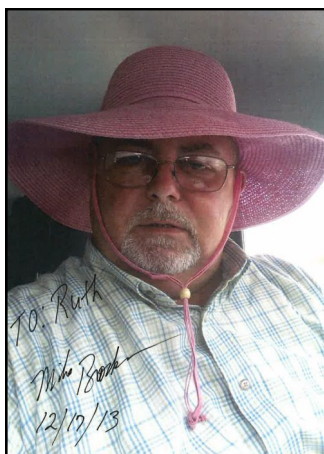
He deserves kudos for both. Cell Phones for Sol-

diers was able to turn our contraband into calling cards for soldiers and ADC received national publicity thanks to coverage by the Associated Press. Channels 7 and 11 also did features on their evening news broadcasts.

After Cell Phones for Soldiers received the phones and links to news coverage of the event, Brockman received a very kind email. I want to share it with you because the letter really brings home the impact. This letter is from Bernard Macatangay, who is a customer care team member for Cell Phones for Soldiers.

Dear Mike,

Thank you so very much for your generous donation! I'll never forget the news story you sent us. We're very appreciative that we have donors like you to help support our troops and our veterans in need. I hope you're having a happy New Year's and was wondering if you've



gone ice fishing this year. I know you're into fishing from one of our past conversations.

I'm including a cut and paste from my colleague Paula who helps distribute the calling cards.

Here are some comments that came back to me in reply to the Confirmation Letters that I send out to every requestor every week:

Thank you again for your help. This is an awesome service!

Thank you very much. These cards will work perfectly. Thanks again.

And this last one, obviously from a Marine : I received all four emails from you, I really appreciate your quick response. I want to personally thank you for all that you do for us over here. I am optimistic 2014 will be a better year for all Americans. Semper Fi!

He also shared several comments from families about the impact of being able to use the cards.

So, when you're out in the units conducting searches and find cell phone contraband, know that what you are finding does more than keep unapproved items out of inmates' hands. Once they are recycled by Cell Phones for Soldiers, the phones allow someone serving our country to stay connected with his or her family. Kudos to all involved.

CALENDAR OF EVENTS

FEBRUARY



FEBRUARY 2014

- 2 — Groundhog Day
- 14 — Valentine's Day
- 17 — Presidents' Day

MARCH



MARCH 2014

- 9 — Daylight Saving Time Begins
- 17 — St. Patrick's Day
- 20 — Spring Begins

**Special Events?
Unit Functions?
Announcements?
Conference Dates?**



Send information to Kat at
The Advocate
kathlyn.mcentire
@arkansas.gov



Polar Bear Plunge benefits Special Olympics

ADC employees showed up for the annual Polar Bear Plunge, tug-o-war, and walk/run, a fundraiser benefitting Special Olympics.

Held Jan. 25 at Pine Bluff Regional Park, ADC's ERT, K9 and other employees participated in the day's events, and our donation to the event was \$1,050.

At the time of the plunge, thermometers read around 60°. However, gusting wind and extremely cold water due to the past several nights of below freezing temperatures, led to an amazing challenge. Thanks to all participants!



Policy Spotlight



Facts about policy and conduct

Do you have questions about ADC policies and procedures? Then send in your topics to The Advocate, and we'll be glad to get you the facts. Contact KAT at kathlyn.mcentire@arkansas.gov with questions.

EMPLOYEE HANDBOOK

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Employment – ADC recruits, employs, and provides compensation to employees as authorized by guidelines furnished by the Office of Personnel Management (OPM), Department of Finance and Administration on the basis of merit, qualifications, and competence in a manner that is fair to all applicants and employees.

All applicants for positions within the Department of Correction shall to the best of their ability provide true and factual information during the hiring process. Intentional false statements made on the application or during interviews could lead to dismissal as an employee or rejection as an applicant. No appointment is considered final until approved by the Director or Director's Designee.

ADC is an "at-will" employer. Nothing in this document or policies and procedures established, constitutes, or implies an employment contract, the guarantee of employment, benefits, or employment for any specific duration. Nothing contained in ADC policies, handbooks, applications, or other documents, or the granting of any interview or the placement in a probationary status or any other administrative act, creates a contract between an individual and ADC for either employment or the provision of benefits.

The ADC does not guarantee continued employment for any specific period of time. Therefore, employment can be terminated by the agency or the employee at any time, with or without cause or notice. Individuals hired must provide proof of eligibility to work in the United States pursuant to the Immigration Reform and Control Act of 1986.

Employment Status – For the purpose of Fair Labor Standards (FLSA), employees of the ADC, fall into one of the categories below:

- Exempt – employees (usually supervisor or managers within ADC) that are paid a set salary.
- Non-exempt – employees who work a 40 hour week and are paid overtime at the rate of time and one half the usual rate of pay for hours physically worked in excess of 40 in a week. The overtime earned is placed in a leave account (banked) in lieu of pay.
- 7(k) Law Enforcement Exemption – Employees who work as security personnel in ADC facilities. Officers are paid on a salary basis and do not qualify for overtime pay until they physically work over 86 hours in a pay period. Any overtime earned is banked in lieu of pay.
- Extra Help – temporary employees who work 1,000 hours or less in a fiscal year. Extra help are eligible for overtime like the non-exempt employee. However, the only benefit extra help receives is paid time off for holidays when they qualify.

Initial Probationary Period – Initial employment includes a one-year probationary period. This probationary period is established as a time for the Department to evaluate and help employees adjust to their new positions. Employees who cannot adjust may be terminated without prejudice during the initial probationary period. With written notification, this initial probationary period may be extended by the Warden/Administrator. At any time during the initial probationary period, an employee may be separated from an agency without the right of appeal or hearing.

TRAINING ACADEMY

Training Academy Graduates: Class 2013-P, Jan. 10, 2014



Billy Austin, Justin Baker, Ryan Ball, John Ballard, Myesha Barker, Michael Bartlett, Brianna Battles, Becky Beard, Dylan Beard, Lenetta Benson, Royshana Bethune, Felix Borel, Brett Bozone, Quartia Bradley, Karim Broadway, Brandon Brown, Lloyd Camp, Jr., Brittany Cato, Gary Cox, Andrew Cunningham, Donnie Dean, Jr., Corey Debose, Tracy Dennard, Tory Dobbs, Ashley Edwards, Charlie Franklin, Keithron Gibbs, Melissa Harris, Dustin Hennessey, Leslie Jackson, Sharonda Jones, Connie Jordan, Eddie King, Jordan Locke, Jeffery Luther, Joseph Mahoney, Keith Mallett, Robert Mangum, Aaron Martin, Nathan Masterson, Tameka McGuire, Paul Miller, Steven Mitchell, Jr., Deanna Nance, Holly Neely, Jeffrey Patton, Kenneth Pettus, Justin Pope, Isaac Powell, Steven Raddle, Timothy Recktenwald, Kaylon Reese, Trevor Ruddell, James Russell, John Scott, Paul Smith, Larry Solomon, Susan Stephen, Anthony Svoboda, Trey Swarthout, Cheiana Sykes, JaVante Thomas, Spencer Tice, Eric Tims, Jonathen Trammell, Mickey Wagoner, Dylan Walker, Kierra Walker, James West, Robin Woods, and Linda Young.

Training Academy update

Members of the Management Team recently toured the new Training Academy in England to see the progress that is being made. According to Leon Starks, Assistant Director, Construction, the classroom area will be complete this month and the entire building is scheduled for turnover the last of March.



Promotions & New Hires

Promotions

Date	Name	Position	Unit
12/22/13	Roosevelt Barden	Sergeant	East Arkansas
12/22/13	James Howell	Assistant Maintenance Supervisor	Construction-Wrightsville
12/22/13	Denise Winfrey	Sergeant	East Arkansas
01/05/14	Rory Griffin	Deputy Director	Central Office
01/05/14	Wendy Kelley	Chief Deputy Director	Central Office
01/05/14	Morieon Kelly	Sergeant	East Arkansas
01/05/14	Lisa Montague	Sergeant	East Arkansas
01/05/14	Codie Odom	Correctional Officer I	McPherson
01/05/14	Cherral Thompson	Food Preparation Manager	Hawkins
01/05/14	Freddy Thompson	Sergeant	Cummins
01/19/14	Dewey Coggins	Sergeant	North Central
01/19/14	Crystal Curengton	Administrative Specialist II	Wrightsville
01/19/14	Ricky Davis	Sergeant	Grimes
01/19/14	Jonathan Evans	Food Preparation Supervisor	Maximum Security
01/19/14	Paulina Gonder	Sergeant	Varner
01/19/14	LaSaundra Malone	Major	Varner
01/19/14	Jennifer Norris	Food Preparation Manager	Tucker
01/19/14	Sonya Otts	Advisor	Mental Health-Ouachita
01/19/14	Aaron Rogers	Captain	Grimes



The effect of colder than usual January temperature readings across the state could be seen in many areas including this fountain across the prison yard at Tucker Unit.

New Hires

Date	Name	Position	Unit
12/22/13	Lisa Reynolds	Program Specialist	Ouachita
12/26/13	George Wilson	Health Services Administrator	Central Office
01/05/14	Cassandra Ingram	Psychological Examiner	Mental Health-Ouachita
01/06/14	De'Jarrod Jones	Sergeant	Randall Williams
01/06/14	Terra Rose	Administrative Specialist I	East Arkansas
01/13/14	Tremaine Anderson	Administrative Specialist I	Wrightsville
01/13/14	Jacqueline Gillespie	Administrative Review Officer	Cummins
01/13/14	Ola Lau	Administrative Specialist I	Ouachita
01/21/14	Sharon Culclager	Administrative Specialist I	Cummins

ADC ADVOCATE EMPLOYEES NEWSLETTER

ADC Mission Statement

- *To provide public safety by carrying out the mandate of the courts.*
- *To provide a safe humane environment for staff and inmates.*
- *To strengthen the work ethic through teaching of good habits.*
- *To provide opportunities for staff and inmates to improve spiritually, mentally, and physically.*

The *ADC Advocate* newsletter is published monthly by the Communications Office for employees of the Arkansas Department of Correction. The publication strives to enhance communication and provide information on the development and achievements of this agency.

All employees are encouraged to submit articles, comments, ideas, letters and questions. The deadline for submission is tentatively set for the 15th of each month for inclusion in that month's publication.

Please be aware that all submitted items will be subject to editing. However, every effort will be made to maintain the writer's essential meaning.

In addition, statements contained in the *ADC Advocate* are the personal views of the authors and do not necessarily represent the opinion or policies of the Arkansas Department of Correction.

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Visit ADC on the Web @ www.adc.arkansas.gov

Parting Shots



Arkansas Department of Correction

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