

# THE ADVOCATE



A publication for employees of the Arkansas Department of Correction

January 2015

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## Paws in Prison turns three



The Paws in Prison (PIP) program turned three years old in December! Since the inception of the program, 459 dogs have been saved, trained, and adopted.



PIP is made possible through ADC's partnership with selected animal shelters and advocate groups around the state. Selected inmates work with the PIP rescued dogs teaching them basic obedience skills and properly socializing them, making them more adoptable.

Presently, there are ten trained dogs in foster care, and 41 dogs are being trained in six different units: Tucker, Maximum Security, North Central, Ouachita River, RLW and Hawkins.

In top photo, it's a Christmas graduation for the Paws in Prison dogs at the North Central Unit. Eight dogs prepare for graduation from the program on Dec. 8. Seven were adopted. In photo below, 'Patches' prepares to go to his forever home; in photo bottom left, PIP Coordinator Jim Gumm talks about the program's value to all involved; and bottom right, prospective 'parents' visit with graduating dogs and their inmate trainers.



# Happy New Year

Happy New Year!

It is my hope that you and your family had a wonderful holiday season and that your new year is everything you hope it will be.

As you know, the 90<sup>th</sup> General Assembly convenes on January 12. I am eager to get started as it is shaping up to be an interesting one, since interest is piqued in both the House and the Senate about the problem of the swelling backup in county jails.

We certainly need to come up with some options.

Since we are now in 2015, my thoughts naturally turn to issues of individual care. Please take this opportunity to evaluate how you spend your days. Consider the intense importance of eating correctly, thinking positively, and exercising regularly.

Take note of this wisdom from

an old nursery rhyme:

*The best six doctors anywhere  
And no one can deny it  
Are sunshine, water, rest, and air  
Exercise and diet.  
These six will gladly you attend  
If only you are willing  
Your mind they'll ease  
Your will they'll mend  
And charge you not a shilling.*

I suppose everything is summed up in these few items.

For instance, getting *sunshine* often includes a treasured hobby or social interaction, both good for you! Hobbies can bring great pleasure and needed reprieve from the difficulties of daily life. And social interaction has been proven to be essential to well-being. Simply put, we need each other.

And *rest*. Rest can include rest of the body as well as rest of the

mind. Some types of resting the mind include a spiritual alignment, or realignment, which can be gained through quiet time, prayer, study. Again - good for you.

If I were to add anything to this list, it would be *laughter*. I believe laughter to be essential.

Whether you find laughter in a particular friend or friends, a television series, a particular activity, or any number of other situations, make sure to set aside time for it.

Go ahead, go seize yourself some laughter. You know where it is.



**Larry Norris**  
Director

## CALENDAR OF EVENTS

### JANUARY



#### January 2015

- 1 — New Year's Day
- 19 — Martin Luther King, Jr. Day

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



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### FEBRUARY



#### February 2015

- 14 — Valentine's Day
- 16 — Presidents' Day
- 19-22 — SSCA Mid-Winter
- 27 — Pinnacle Awards

# Santa Central provides Christmas cheer for ADC families



As we all know life can change in an instant. A hardship can make Christmas for some ADC families difficult, if not impossible. ADC's Santa Central program was designed to help with that situation. The goal is to help ADC families with food, toys and clothing to make the season a little brighter.

These boys and girls can have a brighter Christmas thanks to AACET and to many who volunteered hours of shopping, wrapping, tagging and bagging bundles. This year 80 children from 30 families benefitted from the program, according to ADC retiree **Sherrie Williams** who graciously volunteered to spearhead the program this year. Each family also received a ham from AACET.



In top right photo, Sherrie Williams, from left, Genia Walker, Warren Walker, Lisa Hall, and LeeAnn Elliot shop Walmart as a part of the program which provided Christmas to 80 ADC Santa Central children. In top left photo, Lisa Oliver, from left, Theresa Lindsey, Sherrie Williams and Brenda Ward prepare Santa Central gifts to be distributed. In middle photo on right, Cpl. Edward Coopwood, Jr., left, and Derrick Coleman load Santa Central bikes and gift bags to carry back to East Arkansas. And in photo bottom right, the 'team' 'wraps' up.



# ADC decks the halls!



North Central



COEA officers Linda Williams, Bobby Smith, Daisha Holcomb, and Vesta Lowe prepare for the Christmas potluck.



ORCU



RLW



Employees line up for the Cummins Unit Christmas lunch and the Cummins Tacky Top contestants are Angela West—Records, from left, Linda Hill—Training, WINNER Lisa Hall—Grievance, Crystal Wood—Classification Officer, April Gibson—Grievance, and Ruth Ann Spivey—Records.



## Promotions announced

Warden James “Jimmy” Banks has promoted to Superintendent of the Newport Complex, and Lieutenant Jason Nichols has promoted to Center Supervisor at Northwest Arkansas Work Release Center in Springdale. Both are 30-year veterans to corrections, and both began their careers as Correctional Officers.

According to Director Larry Norris, Banks and Nichols are assets to the ADC. He has asked that we give them our full support during their transition.

In addition, Major Linda Dixon and Cathy Frye have been promoted and Norris has asked for full support to be given to them during their transitions.

Major Linda Dixon will be promoting to Deputy Warden at Hawkins Unit on Monday, January 5. Dixon began her career with the ADC McPherson Unit in July 2001 as a Correctional Officer. She became the Chief of Security Officer in May 2002 and Major in June 2009; all of her services have been at the McPherson Unit. She has over 13 years of experience in corrections and is looking forward to continuing her career at Hawkins.

Cathy Frye will begin her ADC career on Monday, January 5 as the Public Information Officer. Frye is originally from Texas and moved to Arkansas in 1999. She has over 20 years of experience as a reporter. She worked in Texas as editor and reporter at various newspapers. She is currently the state reporter for the Arkansas Democrat Gazette and has covered ADC on and off since 1999. Frye is very excited about beginning her career at ADC.



Warren Collier, Institutional Release Officer, receives his 35 years of service award from Deputy Warden Judy Taylor and Major Anthony Taylor.

## Sight picture tool aids ADC in firing accuracy

By Robert Huthcheson

One of the hardest things to do for a “problem child” student who is having a hard time firing a passing score on the range is not knowing if they understand what a proper sight picture looks like. There is a big difference as some of you have experienced, in having a student “draw” what a proper sight picture looks like verses actually showing you with a weapon.

You might have drawn one for them a hundred times, so they’ll naturally be able to redraw it. That doesn’t mean they understand it, and you certainly do not want to stand in front of a weapon so you can see what they are pointing at!

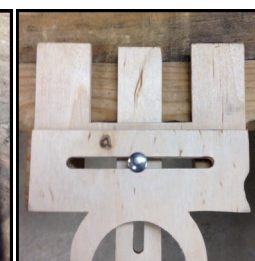
The solution?

A cheap, easy to make tool that the student can adjust to show you what they consider to be an accurate sight picture.

I’d like to take claim that I designed this, but I can’t. I first saw one of these at the Police Academy in 1979. After failing to find one sold anywhere, I just had a new one made. I joined forces with one of the inmates in my area

who is good with carpentry. I drew out several designs, told him what I was after, and between the two of us we came up with the tool pictured.

The wing nut in the center allows the student the ability to loosen, move and then tighten to the desired spot. Cross slots allow the student to move the device both laterally and horizontally. An example of teaching with this tool is described in the photos below. Where there is a problem with a Glock (bottom picture on left) the tool is used to show the properly manipulated Glock sight, on right.



### THOUGHT FOR THE DAY:

The older you get, the tougher it is to lose weight, because by then your body and your fat are really good friends.

# Health Matters

## What you should know for the 2014-2015 influenza season

### What sort of flu season is expected this year?

It's not possible to predict what this flu season will be like. Flu seasons are unpredictable in a number of ways. While flu spreads every year,



the timing, severity, and length of the season usually varies from one season to another.

### Will new flu viruses circulate this season?

Flu viruses are constantly changing so it's not unusual for new flu viruses to appear each year.

### When will flu activity begin and when will it peak?

The timing of flu is very unpredictable and can vary from season to season. Flu activity most commonly peaks in the U.S. between December and February. However, seasonal flu activity can begin as early as October and continue to occur as late as May.

### What should I do to prepare for this flu season?

CDC recommends a yearly flu vaccine for everyone six months of age and older as the first and most important step in protecting against this serious disease. While there are many different flu viruses, the seasonal flu vaccine is designed to protect against the main flu viruses that research suggests will cause the most illness during the upcoming flu sea-

son. People should begin getting vaccinated soon after flu vaccine becomes available, ideally by October, to ensure that as many people as possible are protected before flu season begins.

In addition to getting vaccinated, you can take everyday preventive actions like staying away from sick people and washing your hands to reduce the spread of germs. If you are sick with flu, stay home from work or school to prevent spreading flu to others.

### What should I do to protect my loved ones from flu this season?

Encourage your loved ones to get vaccinated as soon as vaccine becomes available in their communities, preferably by October. Vaccination is especially important for people at high risk for serious flu complications and their close contacts.

Children between six months and eight years of age may need two doses of flu vaccine to be fully protected from flu. Your child's doctor or other health care professional can tell you whether your child needs two doses.

Children younger than six months are at higher risk of serious flu complications, but are too young to get a flu vaccine. Because of this, safeguarding them from flu is especially important. If you live with or care for an infant younger than six months of age, you should get a flu vaccine to help protect them from flu. In addition to getting vaccinated, you and your loved ones can take everyday preventive actions like staying away from sick people and washing your hands to reduce the spread of germs. If you are sick with flu, stay home from work or school to prevent spreading influenza to others.

### When should I get vaccinated?

CDC recommends that people get vaccinated against flu soon after vaccine becomes available, preferably by October.

It takes about two weeks after vaccination for antibodies to develop in the body and provide protection against the flu.

Doctors and nurses are encouraged to begin vaccinating their patients soon after vaccine becomes available, preferably by October so as not to miss out on opportunities to vaccinate. Those children six months through eight years of age who need two doses of vaccine should receive the first dose as soon as possible to allow time to get the second dose before the start of flu season. The two doses should be given at least four weeks apart.

### What kind of vaccines will be available in the United States for 2014-2015?

A number of different manufacturers produce trivalent (three component) influenza vaccines for the U.S. market, including intramuscular (IM), intradermal, and nasal spray vaccines. Some seasonal flu vaccines will be formulated to protect against four flu viruses (quadrivalent flu vaccines).



**Wash your hands.**

For more information on any of these topics, please refer to details on [www.cdc.gov](http://www.cdc.gov).

### Food Drive at NCU

Each year North Central Unit has a fall food drive before Thanksgiving. This year 18 boxes were filled (to overflowing) with Thanksgiving trimmings to be delivered to selected families. Several more boxes were sent to the local food bank.



### Retirees meet

The Arkansas Department of Correction Retirement Association (ADCRA) held their meeting and the annual Christmas luncheon in the Legends Auditorium at the Administrative Annex East facility in Pine Bluff on Dec. 18.



### Food for Thought

**FAIR TO MIDDLEING** (ordinary, moderately good, mediocre)

An inquiry about one's health or business many years ago was often met with a 'fair to middling' reply. The phrase is redundant, since fair means middling!

# Picture this in 2014: a great year for the ADC



Property deeded to the ADC by the England Schools was converted into a new training academy.

The tenth annual ADC Ball and Chain Challenge golf tournament swung into action with proceeds used to support scholarship programs, special events for AACET members and disaster relief services.



The Pinnacle Award winners were 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 Liveley 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.



ADC paid tribute to Correctional Officers, teachers, and nurses in May.



ADC swept the competition at the annual Southern States Manhunt Field Trials.



Dr. Bill Glover became the new superintendent of Arkansas Correctional School.



An armory built in Springdale in 1947 was renovated and became the new home for the Northwest Arkansas Work Release Center.

The annual Polar Bear Plunge fundraiser benefitted Special Olympics. The event raised \$1,050.



Continued on page 9



Picture this in 2014: a great year for the ADC . . . continued from page 8

Retiring Director Ray Hobbs was sworn in as the SSCA President.



The fourth annual ADC horse auction was a success bringing in \$21,095.

Incentive dollars were awarded to ADC for conservation efforts.



Boot camp moved to old training academy.



Director Ray Hobbs retired.



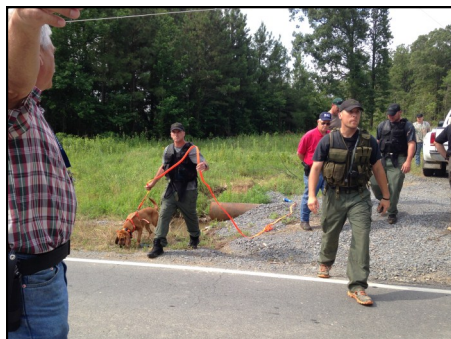
Retired Director Larry Norris named Interim Director.



The old Diagnostic Unit in Pine Bluff was named in honor of Cpl. Barbara Ester, who was killed by an inmate at the East Arkansas Regional Unit in 2012.



Five units were accredited by the ACA in 2014: North Central Unit—double 100's, Delta—100% Mandatory and 99.8% Non-mandatory, East Arkansas—double 100's, Mississippi County—double 100's, and Central Office—double 100's.



ADC staff concentrated on the search for a trusty inmate who escaped the Pine Bluff Unit in June. He was taken into custody in September.



Sgt. Darren Dill of the Cummins Unit was one of the recipients of the North American Association of Wardens and Superintendents (NAAWS) Medal of Valor.

The Paws in Prison (PIP) program was the recipient of goods donated by Facebook group: Wrapped In Love, whose members provided blankets to PIP.



## Employee Associations combine awards efforts

On Dec. 11, the Employee Associations of Central Office and Admin East combined efforts to host an awards ceremony at the Legends Auditorium. Supervisor/employee of the year for 2014 were announced, and “years of service” certificates for 2014 were presented.



**Director's Staff  
Supervisor of the Year  
Raymond Naylor,**  
presented by Jada Lawrence



**Director's Staff  
Employee of the Year  
Margaret Rogers,**  
presented by Jada Lawrence



**Years of service awards include (clockwise from top left) 40 Years:** Marvin Evans Jr.; **35 years:** Robert Parker, and (not pictured) Grant Harris, Billy Lowe; **30 years:** Ray Weatherford (Weatherford is shown celebrating with Evans, Rory Griffin, and Jada Lawrence) and (not pictured) Kerry Bakken, Joyce Brown, Ruth Clark, Lorie Taylor, Russell Thompson, Ollie Urquehart; **25 years:** Stacia Lenderman, Linda James, Jesse Beatty, and (not pictured) Chris Coody, Alicia Musgrove, Debbie Socia, Robert Spencer, Keith Waddle, J.W. West; **20 years:** Muriel Mayfield, Tracey Lawrence, Evelyn Hosman, and (not pictured) Bernstine Bullard, Lloyd Gaynor Jr., Lisa Oliver; **15 years:** Theresa Spurlock, Russell Barker, and (not pictured) Joanna Franklin, Janie Shults, John Mark Wheeler; **10 years:** Sonia Wallace, Lillian Pevey, Debra Mosley, Stefanie Hawkins, Tracey Breshears, Vicki Bice and (not pictured) William Bean, Justin Billings, Mike Carraway, Eddie Early Jr., Walter Jiner, Vesta Lowe, and Carla Perry-Johnson; **5 years:** Billye Zornek, Genia Walker, Eddie Powell, Susan Townsend, Sterling Rancifer, Tabitha Mankin, Mark McCown, Reba Carter, Tammy Baker, Rory Griffin, and (not pictured) Trena Coleman, Patti Congleton, Marcus Dodds, Randy Dotson, Michael Harris, Jerry Rainer, and Michael Richardson.



Awards continued on page 11

# Employee Awards . . . continued from page 10



**Chief Deputy Director's Staff Supervisor of the Year**  
*Randy Callas*, presented by Fred Campbell



**Chief Deputy Director's Staff Employee of the Year**  
*Garrett Scifres*, presented by Rory Griffin



**Administrative Services Supervisor of the Year**  
*Stacia Lenderman*, presented by Jada Lawrence



**Administrative Services Employee of the Year**  
*Tracey Breshears*, presented by Jada Lawrence



**Operations Supervisor of the Year**  
*Rick Cooper*, presented by Marvin Evans



**Operations Employee of the Year**  
*Wanda Reeves*, presented by Marvin Evans



**Health Programs Supervisor of the Year**  
*George Wilson*, presented by Rory Griffin



**Health Programs Employee of the Year**  
*Ayn Freygang*, presented by Rory Griffin



**Institutions Supervisor of the Year**  
*David Taylor*, presented by Marvin Evans



**Institutions Employee of the Year**  
*Billy Hayes*, presented by Marvin Evans

# Santa Around ADC

Blaze Cantrell, daughter of Cummins Unit ARO LeeAnn Elliott.



Skylar Conrad, daughter of Shaun Conrad (Cummins Farm) and Sherry Conrad (Varner HR).



Cameron Culclager, son of Cummins Unit's Maurice (Major) and Sharon (Records) Culclager.



Nick, son of Freddie (Field Cummins) and Carol Thompson.



Jacob Boothe, son of Cummins Unit Grievance Officer April Gibson.



Raelee Elliott, daughter of Cummins Unit ARO LeeAnn Elliott.



Briley Byers, daughter of Cummins Deputy Warden Jared Byers and Shelly Byers, Central Office.



James Boothe, son of Cummins Unit Grievance Officer April Gibson.



## Benton Unit Christmas-time

Christmas at the Benton Unit includes Ace Best, in left photo, who is the son of Corporal Shanen Best, having his picture made with Santa, and Corporal Boykin, in right photo, watching as the children gather around the Christmas cookie table decorating their favorite cookies.



# 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.atkinson@arkansas.gov](mailto:kathlyn.atkinson@arkansas.gov) with questions.*

## EMPLOYEE HANDBOOK

### Leave Programs (in part . . . more to come in following editions)

**Leave of Absence Without Pay** – An employee may request a continuous leave of absence without pay not to exceed six months unless granted in accordance with the provisions for military leave. The leave is granted at the discretion of the Director. However, leave without pay is not to be granted until all of the employee's accumulated annual leave has been exhausted. Leave of absence without pay due to illness shall not be granted until all of the employee's accumulated sick leave has been exhausted.

Any employee on leave of absence without pay does not accumulate leave time, participate in group insurance programs in which the state contributes or receive pay for any legal holidays. However, this does not preclude an employee paying the total cost of the insurance program during leave and being fully covered in the program until return to duty. In the case of Worker's Compensation-related leave without pay, agencies are required to remit the employer's matching portion of the coverage.

At the expiration of such leave, the employee will be reinstated without loss of any rights, unless the position is no longer available due to a budgetary reduction in staff. Employee's eligibility dates do not change as the result of leave without pay. Failure on the part of the employee to report promptly at the expiration of the leave of absence, except for satisfactory reasons submitted in advance, is cause for dismissal.

**Disciplinary Leave Without Pay** – Where deemed appropriate, management may elect to use the leave without pay status as a disciplinary tool. Disciplinary leave without pay may be imposed regardless of the amount of leave the employee may have accrued. The length of suspension is to be determined by the Warden/Administrator or designee and in accordance with the appropriate Administrative Directives and other policies that may apply. Like penalties should be imposed for similar offenses in comparable circumstances.



**Administrative Leave** – An employee may be placed on administrative leave with the Warden's/Administrator's approval, pending the outcome of administrative investigations or court proceedings if it is reasonably felt that the employee's continued presence would be disruptive to unit operations and the employee cannot be utilized in some other area of the department until the investigation is completed. If an employee placed on leave with pay is cleared of charges, the employee will be returned to his/her same or like position. If an employee is placed on leave without pay and is cleared of the charges, the employee will be issued back pay for lost salary.



**Court and Jury Leave** – Any employee serving as a witness or juror or party litigant shall be entitled to full compensation in addition to any fees paid for services or necessary appearance in any court and shall not be counted for annual leave. Employees working night shifts and who are serving during the day shall take court and jury leave on the night shift of the day on which they served.

**Maternity Leave** – Maternity leave is to be treated as any other leave for sickness or disability. The employee may elect to take leave of absence without pay in the case of maternity leave without having to exhaust accumulated annual, sick leave or compensatory time. Prior to taking leave, an employee should coordinate with the supervisor what type of leave will be used.

# TRAINING ACADEMY

Training Academy Graduates: Class 2014-P, Dec. 19, 2014



**Willis H. Sargent Outstanding Student Achievement Award**



Malinda Akers, Drayton Armstrong, Andre Banks, Scottie Belcher, II, Jordan Blair, Christian Booth, Colby Bottoms, Raymond Broughton, John Byford, Devin Campbell, Martel Childs, Coty Clary, Byron Cummings, Furman Devore, Shawn Doughty, David Elgin, Ned Flores, Darius Foster, Deandre Freeman, Kapri Givens, Jimie Gold, Monica Gordon, Jon Green, Mike Hall, Ronald Harris, Kenneth Henderson, Jr., Adora Holley, Ava Hollins-Rogers, Tornesha Holloway, Kianna Jefferson, Whitney Jett, Courtnei Johnson(Bradley), Leticia Joiner, Tyler Junkin, DeLynn Kelley, Anthony Keough, Erica King, Danny Lehman, Antone Lomax, Eric Lucas, Jr., Violet Mallett, Brian Malone, Natalie Malone, Sharon Massey, Mae Morris, Kendrick Newton, Kyle O'Neal, Ashley Phillips, Ashley Randolph, Kenyhatta Ray, Trinity Ridgel, Christian Robinson, Ryan Robinson, Mark Rush, Ashley Scogins, Kentarius Scott, Patrice Shaw, Rodney Sisk, Kemp Smith, Megan Sperry, Nathan Stone, Kentarious Tate, Bly Vestal, Lucinda Watson, Mark Wedgeworth, Elnora Williams, Janice Willis-Beaver, Barbara Winfrey, and Durrell Woods.

The Willis H. Sargent student for Class 2014-P is Jon Green, in photo second from left, with Captain Randy Callas, Chief Deputy Director Wendy Kelley, and Training Director Fred Campbell.

**Training Academy banquet**

Guests enjoy the first 'guest instructor appreciation' banquet at the Training Academy recently.



# Promotions & New Hires

## PROMOTIONS

11/09/2014	Homer Capel	Asst Maintenance Supervisor	Construction
11/09/2014	Kathina Harper	Sergeant	Ouachita
11/09/2014	Tammy Hurst	Institutional HR Coordinator	Construction
11/09/2014	William Lewis	Sergeant	Varner
11/09/2014	Veronica Neely	Advisor	Mental Health
11/09/2014	Stacey Rose	Sergeant	Ouachita
11/09/2014	Theresa Spurlock	Fiscal Support Specialist	Accounting
11/23/2014	Larry Bailey	Director of Maintenance	Construction
11/23/2014	Joseph Bell	Sergeant	Delta
11/23/2014	Hayes Canida	Sergeant	Texarkana WR
11/23/2014	David Capers	Sergeant	Grimes
11/23/2014	Casey Cowgill	Sergeant	North Central
11/23/2014	Daniel McMahan	Sergeant	Ouachita
11/23/2014	Tina Owens	Administrative Specialist II	Central Office
11/23/2014	Lon Watson	Sergeant	Tucker

## NEW HIRES

11/03/2014	Robert Castleberry	Agency Controller I	Construction
11/10/2014	Danny Lehman	Asst Maintenance Supervisor	Construction
11/10/2014	Ned Flores	Food Preparation Supervisor	Ouachita
11/10/2014	Furman Devore	Construction Project Supervisor	Construction
11/10/2014	Cynthia Dickinson	Administrative Specialist II	Central Office
11/10/2014	Eva Jensen	Advisor	Mental Health
11/10/2014	Melinda Nichols	Administrative Specialist I	Mental Health
11/10/2014	Neeley Phillips	Licensed Certified Social Worker	Mental Health
11/13/2014	Vennie Armstrong	Program Specialist	McPherson
11/17/2014	Mary Ann Burgess	Administrative Analyst	SOCNA
11/24/2014	Shalondra Smith	Admin Specialist I	East Arkansas
11/24/2014	Gail Stith-Robinson	Substnc Abuse Pgm Coordinator	Mental Health

# 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.

The *ADC Advocate* is printed by the Arkansas Correctional Industries.

**Visit ADC on the Web @ [www.adc.arkansas.gov](http://www.adc.arkansas.gov)**

# Parting Shots



Arkansas Department of Correction

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