Strategic Plan
FY2014—2018

Vision Statement: 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.

*The **Mission Statement** of the Arkansas Department of Correction is to:*

- Provide public safety by carrying out the mandates of the courts;
- Provide a safe, humane environment for staff and inmates;
- Strengthen the work ethic through teaching of good habits;
- Provide opportunities for staff and inmates to improve spiritually, mental, and physically.

Mike Beebe - Governor

Ray Hobbs - Director

**Wendy Kelley
Chief Deputy Director**

The Arkansas Department of Correction's 2014-2018 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 (minimum quarterly) 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 AR's, AD's & 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.
- All Security, Fire and Safety, ACA Annual Reports and Audits of each Unit and Corrective Action plans shall be reviewed as part of the Warden's Annual Performance Evaluation.
- Continue development of electronic ACA Accreditation Files.

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 monthly unit assessments.
- 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.
- Review 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.
- Conduct drills with all staff responding to Inmate/Staff emergencies.

First Agency Goal: Strategies (Objective 2 Continued)

- Assure appropriate use of hard beds by conducting meaningful 60 day reviews by Wardens and annual reviews of Administrative Segregation assignments by the Director/ Deputy/Assistant Director.
- Mental Health will review Supermax placements and bring any concerns to the Warden.
- Maintain an electronic archival system for videos and pertinent records.
- 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 collections, analysis and dissemination of information in a timely manner in order to prevent illegal activity.
- Ensure consistency in reporting of *"serious incidents"* as defined by AR005.
- Training Committee will continue implementation of 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 to offer Anger Management classes during Intake and review the impact.
- Technology Committee to continue to screen new technologies too enhance contraband detection.
- Continue to work through Federal Surplus systems to obtain equipment such as X-ray scanners to enhance security practice at ADC Facilities.
- Continue unit monthly vulnerability assessments program to detect vulnerable areas before incidents occur with copies to the Warden & Deputy Director.
- Continue to use Fusion software to detect patterns in incident occurrences to ensure good security practices are being administered throughout ADC facilities.

Objective 3: The rate of Inmates 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 involved in the Inmates Grievance process, 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, zone and topic of complaint.
- Monitor and evaluate the effectiveness of the grievance process.
- Designate a grievance officer at each unit.
- Wardens and designated staff will stand mainline**.**
- Implement a Kiosk system expanding the use of the Inmate Grievance Process to improve efficiency**.**

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

Strategies:
- Install and maintain lethal electrified fences at all appropriate medium/maximum facilities.

"Reduce the rate of serious incidents as defined by policy over the next five calendar years"

"Rate of Inmate Grievances with merit will be reduced over the next five calendar years"

First Agency Goal: Strategies (Objective 4 Continued)

Strategies:
- Maintain and expand 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, emergency counts, searches, etc.
- Pursue acquisition of technology to eliminate cell phones in the institutions.
- Non-Security Staff supervising inmates without security present will attend BCOT.
- Maintain technology to mine information from inmate communication.
- Implementation of new inmate web based phone systems with advanced technologies to mine information from inmate communications.
- Continue to conduct emergency drills with other law enforcement and first responder agencies throughout the state to deal with escapes and other emergencies.
- Explore and implement technologies such as non-contact video visitation and web based video visitation for inmates' friends and families and the Court system to cut back on transportation costs and lessen escape risks.

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 opportunities will be pursued and units will be able to retain savings.
- Maintain 98% occupancy of the budgeted medical contract beds.
- No more than 1% of ADC beds will be vacant daily.
- Continue to work with ACC/Parole Board to facilitate the timely release of inmates at the earliest possible date and prepare reports as requested.
- Assess all inmates at intake and facilitate placement in programs at the earliest possible date with priority placed on parole mandates.
- Utilize video conferencing/telemedicine where cost efficient at units.
- Continue to assist with Medicaid coverage for inmates hospital stays as allowable.
- Operate a "common fare" kitchen.
- Continue providing a heart healthy diet and a heart healthy selection on snacks in the unit commissaries to reduce medical costs.
- Continued implementation of agency strategic energy plan pursuant to Executive Order 09-07 (EO 09-07).
- Satellite gardens will be maintained and expanded as possible to provide fresh vegetables and fruits.
- Continue retirement planning for ADC equines.
- 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 coordinator recycling efforts.
- Continue to conduct analysis of various operational areas to determine cost benefits for possible operations savings at least annually.

"Escapes From Secure Institutions Will be Zero"

First Agency Goal - Strategies (Contd.)

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 and efficiency and effectiveness of agency safety, security and overall business operations.
- ADC's eOMIS is crucial to Institutional Operations, providing and 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 Office of Information Technology (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, provide employee access to information and services.
- Plans for any new facility construction or major facility renovation will include planning for IT infrastructure 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.
- ADC will pursue resources for an alternate site backup server for ancillary systems such as quickbooks inventories, TMS, law libraries, domain controller, sharepoint, etc.
- Work on developing the software that will interface with eOMIS for a Kiosk system that inmates can access Inmate Services.
- Utilizing funds generated through the sale of MP4 players and accessories, develop and implement inmate housing Kiosks that will include the ability to order commissary, provide the inmates with general information including trust funds balances, PE/TE dates and enable inmates to submit routine requests including sick call, grievance issues, etc.
- Link the department's offender management system (eOMIS) to newly developed fusion software to provide seamless real time information on incidents, gang activities and inmate banking information.
- Develop a standard operating procedure for entering gang information into eOMIS to provide quick references of information in regards to gang activities and allow fusion software to mine the information.

"Provide and support an information technology framework to enable the agency to meet its mission"
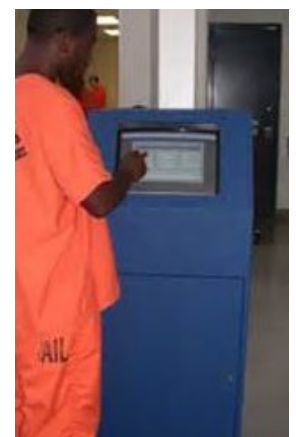
Second Agency Goal

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.
- 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 strategic goals.
- Support transitional housing efforts to assist in release of inmates with no parole plan.
- Provide support for Act 570 of 2011 initiatives.
- Continue to seek operational funding for un-opened beds.

Objective 2: To the extent possible, ADC will implement requirements of the Federal Prison Rape Elimination Act (PREA) and maintain a policy of zero tolerance of sexual assaults in the system.

Strategies:
- Internal committee will meet on a regular 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/recordings 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 as appropriate.
- 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 PREA Coordinator.
- Continue programs to educate inmates and staff on sexual abuse prevention and reporting.
- Coordinator with local law enforcement and prosecutors to obtain successful prosecution of sexual crime in facilities.
- Review and provide input on implementation of PREA standards.
- Continue to develop a relationship to train rape crisis center professional to support victims in correctional facilities.
- Train staff to recognize signs of potential PREA situations before they happen.

"To the extend possible, ADC will implement requirements of the Federal Prison Rape Elimination Act (PREA) and maintain a policy of zero tolerance"

Third Agency Goal

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

Objective 3: Improve risk and needs assessment processes to identify evidence based work/treatment programs.

Third Agency Goal - (Contd.)

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 as funding is available.
- 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.
- Validate the Social History needs assessment tool in eOMIS.

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

Strategies:
- Maintain ongoing evaluation of pre-release programming to ensure program is evidence based.
- Continue evidence based pre-release programs for inmates based on needs assessment including a mini-program for those released from Administrative Segregation.
- Continue contract for operation of faith-based program and expand PALS Program where appropriate.
- Cooperate with ACC to establish employment and housing opportunities for re-entry.
- Encourage Faith-Based and other community organizations to establish mentoring programs for re-entry inmates.
- Work with available resources to encourage and promote family reintegration through visitation and community outreach for children.
- Prepare Re-entry handbook for Inmates.
- Continue to update the Re-entry tab on the ADC's website for community resources.

"Provide constructive correctional opportunities for inmates to successfully return to the community"

Objective 3: Provide adequate treatment space/opportunities for inmates as identified by Social History.
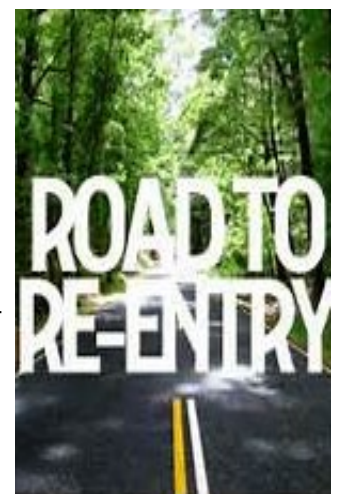
Strategies:
- Provide and continue available treatment space at facilities as needed.
- To develop alternative programs to assist Inmates with disabilities.
- Cooperate with ACC to work with community providers to identify treatment/program opportunities available upon re-entry in lieu of treatment within 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 other researchers to conduct assessment of inmates not returning to prison to determine programs that may contribute to a successful reentry.
- Identify enhancement in eOMIS to facilitate data collection and recidivism studies.

Third Agency Goal - (Contd.)

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/limitation(s).
- Continue certifications for skilled work program—Farm, Industry, Construction, etc..
- Continue Prison Industry Enhancement Programs (PIE).
- 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 (Work Force Alliance for Growth and Economy) 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 Program referrals and placement.

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.
- Continue to evaluate agency needs for special skill inmates and assign inmates to appropriate institutions.
- Continue to evaluate and revise agency policies on inmate placement as necessary.
- Evaluate personnel and facility enhancements that would enable placement of higher security inmates in expanded work settings.
- Continue to 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.
- Develop opportunities for job assignments of inmates not currently eligible.
- Seek funding to provide enhanced housing and opportunities for inmates employed in critical unit work assignments (i.e., boiler room operator, squad leader, peer counselor, etc.).
- Continue to provide training to staff on motivational interviewing to improve interaction with inmates.
- Provide incentive programs for inmates to enhance the work ethic.

"Provide constructive correctional opportunities for inmates to successfully return to the community"

Fifth Agency Goal—(Continued)

To attract and retain quality staff.

Objective 1:   Reduce annual turnover of correctional officers to 20% or below over the next five years.

Strategies:
- Continue market level increases in salaries, benefits and other incentives and seek additional incentives such as funding for payment of all banked gap and holiday 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.
- Continue the development of training on reducing stress of correctional staff.
- Continue 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.
- Seek state funding for straight time and holiday pay to minimize the amounts banked.
- Continue efforts to evaluate and implement flex scheduling for security staff to ensure the straight (gap) time is minimized to the extent possible,
- Seek Hazardous Duty Pay for non-security personnel who deal directly with convicted felons in setting without security personnel.

"To attract, recruit, and retain non-security and professional personnel"

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.
- 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.
- Continue to enhance educational opportunities for staff.
- Continue internship programs for specialized/professional staff (internal/external).
- Continue to work with local universities to provide internship opportunities.
- Optimize utilization of eCADEMY.
- Allow training credit for approved continuing educational hours.

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

Strategies:
- Continue the automated tracking system of qualified applicants for all positions.
- Continue recruitment of former ADC employees.
- Continue the pool of qualified applicants for part-time employment.
- Maintain the pre-qualification process to ensure that qualified applicants are referred to available open positions and revise as necessary.

Fifth Agency Goal—(Continued)

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 to provide character quality initiatives to all ADC employees.
- The Agency will recognize 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, education 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.
- Supervisors should encourage and refer employees to the EAP (Employee Assistance Program) at the onset of a problem.
- Agency supports an annual Pinnacle Award to recognize excellence.

Objective 5: Locate new units in areas with 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, Administrative Directives and to promote accountability, integrity and efficiency for all agency operations.

Objective 4: Provide a system of internal review by the agency.

Strategies:

- Internal Affairs Division will investigate allegations of law and/or policy violations.
- Internal Audit will investigate any irregularities in use of agency funds, suspected fraud or improper use of the agency resources.
- Internal Audit will conduct annual and quarterly risk assessments of agency processes.
- Management Team will continue to monitor and evaluate all ADC policies and review at least annually.

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

<u>**Sixth Agency Goal**</u> **- (Contd.)**

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:
- Internal Audit will coordinator the development and update of the ADC Risk Assessment Plan for all ADC operational segments.
- Internal Audit will ensure state and national auditing standards are met and appropriately identified in the ADC Risk Assessment Plan.

P. O. Box 8707
6814 Princeton Pike
Pine Bluff, AR 71611

Phone: 870-267-6335
Fax::   870-267-6313
E-mail: ADC.Webmaster@mail.state.ar.us
tiffanye.compton@arkansas.gov

It's on the web @
http://www.arkansas.gov/doc/

The Research & Planning Division
Tiffanye Compton, M.S.
Research & Planning Administrator,
Jacob Laan, M.S./Ph.D Student/Research Analyst
Darrell McHenry, Administrative Analyst

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Shari Gray, Administrative Assistant

ADC Management Team
Ray Hobbs, Director
Wendy Kelley, Chief Deputy Director
Marvin Evans, Deputy Director
Grant Harris, Deputy Director
Rory Griffin, Deputy Director
Mike Carraway, Assistant Director
Leon Starks, Assistant Director
Jan Scussel, Chief Legal Counsel
Shea Wilson, Public Information Officer
Jada Lawrence, Assistant to the Director