



Strategic Plan

FY2015–2019

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.



Asa Hutchinson - Governor

Wendy Kelley - Director

M. D. Reed
Chief Deputy Director

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 Arkansas Department of Correction's 2015-2019 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.

Objective 1: Reduce Cost

Strategies:

- ◆ Identify each cost center and evaluate.
- ◆ Maximize & create revenue-generating programs (Work Release, Farm, and Industry).
- ◆ 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.
- ◆ Create recruitment cards and flyers for distribution.
- ◆ Approach criminal justice programs and offer to lecture or present on correctional career opportunities.
- ◆ Include offers to present at career days in addition to offers to send inmate panels to high schools.

Objective 2: Better Utilize Technology

Strategies:

- ◆ Explore additional options once video visitation is implemented (medical consults, college classes for inmates, court appearances, claims commission, and parole board).
- ◆ Send a letter to the courts to inform them of video availability as we get pick up orders.
- ◆ Expand inmate email options to include out-bound emails.

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- ◆ Continue to replace outdated equipment with newer energy-efficient equipment.

First Agency Goal: Strategies (Continued)

- ◆ Expand construction efforts that incorporate energy-saving elements.
- ◆ Geothermal
- ◆ Solar panels
- ◆ Expand recycling program
 - ◇ Recycle on the freelines within ADC.
 - ◇ Encourage all units to expand their recycling programs and/or create recycling centers.
 - ◇ Look for grants that will help pay for a recycling coordinator position.
 - ◇ Continue waste recycling coordinator at each facility in order to implement and coordinate recycling efforts.



Second Agency Goal

To provide appropriate facilities for inmates sentenced by the courts.

Objective 1: Prevent Escapes

Strategies:

- ◆ Increase visits to work-release job sites.
- ◆ Continue annual security audits at all facilities.

Objective 2: All Facilities will be Safe and Secure

Strategies:

- ◆ Continue to enhance contraband interdiction efforts at all facilities.
- ◆ Eliminate remaining blind spots in each facility.
- ◆ Continue drills with all staff responding to Inmate/Staff emergencies.
- ◆ Continue unit monthly vulnerability assessments program to detect vulnerable areas before incidents occur with copies to the Warden, Deputy Director, and Department EPC.
- ◆ Continue to use Fusion software to detect patterns in incident occurrences to ensure good security practices are being administered throughout ADC facilities.
- ◆ Continue to seek funding (or federal grants) to upgrade facilities with state-of-the-art camera/recording devices and vision panels on doors where applicable and to provide training to agency personnel.
- ◆ Continue to identify and track high-risk offenders and potential victims.
- ◆ Expand use of staff protective vests.

“To provide appropriate facilities for inmates sentenced by the courts”

Objective 3: Decrease County Jail Backlog

Strategies:

- ◆ Explore alternative housing such as regional detention facilities, private prisons and transitional beds. Continue to seek funding for bed expansions at North Central, Ouachita and Tucker.
- ◆ Establish and encourage programs to reduce recidivism.

Objective 4: Improve ACA Process/Step Up

Strategies:

- ◆ Develop standardized checklists for ACA files so that all units will be uniform
- ◆ Conduct all required training and document attendance and subject matter on self-audit



Second Agency Goal: Strategies (continued)

- drills, safety meeting, etc., at each facility to ensure compliance.
- ♦ All security, fire/safety, and ACA annual reports and audits of each unit and corrective action plans shall be reviewed as part of the Warden's annual performance evaluation.
- ♦ Explore cost savings by scheduling back-to-back audits.

Third Agency Goal

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

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 work-books and certificates.
- ♦ Review models used by other organizations or agencies to incorporate self-help programs. Motivate participation in programs and work assignments by offering incentives such as good time/certificates, etc.
- ♦ Continue the social histories and assessments of all inmates at intake and facilitate placement in programs at the earliest possible date.

Objective 2: Lower Recidivism

Strategies:

- ♦ Improve pre-release planning.
 - ◇ Ensure the inmates have pre-release plans at least 120 days before release (Classification).
 - ◇ Help inmates focus on pre-release planning by assigning them to re-entry accountability coaches who will complete report cards on inmates' progress.
- ♦ Expand education opportunities via online classes.
- ♦ Require specific goals for inmates.
- ♦ Seek and identify community support.
 - ◇ Locate and train mentors within the community to work with inmates nearing release.

Objective 3: Improve Inmate Health

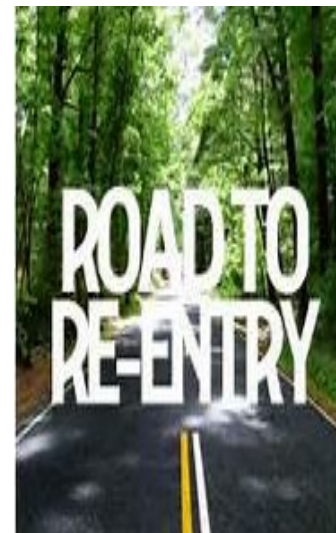
Strategies:

- ♦ Utilize community mental health services.
- ♦ Expand education about nutrition.
- ♦ Encourage lifestyle changes by expanding recreational opportunities.
- ♦ Maintain 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.

Objective 4: Decrease Administrative Segregation and Isolation Populations

Strategies:

- ♦ Provide opportunities for inmates to work into a step-down program.
- ♦ Use disincentives to encourage inmates to return to general population.



“To provide constructive correctional opportunities that will help inmates successfully return to their communities”



Third Agency Goal Strategies (continued)

- ◆ Re-evaluate the amount of punitive time given to inmates for rule violations.
- ◆ Mental Health will review Super Max placements and bring any concerns to the Warden.
- ◆ Ensure segregation of inmates with a history of sexual assault in prison as appropriate.

Objective 5: Improve data collection processes within each re-entry work/treatment program to determine successful integration into the community.

Strategies:

- ◆ Expand plans to ensure evidence-based outcomes 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.

Fourth Agency Goal

To optimize inmate assignments in work programs.

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).
- ◆ Continue certifications for skilled work programs—Farm, Industry, Construction, 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 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

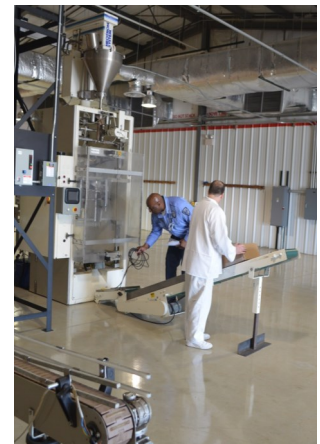
Strategies:

- ◆ Staff needs additional training on Department Policies to guide inmates.
- ◆ Strengthen classification of inmates for placement in meaningful jobs.
- ◆ Better communication with inmates should decrease grievances such as monthly notices.
- ◆ Review and improve safety procedures.

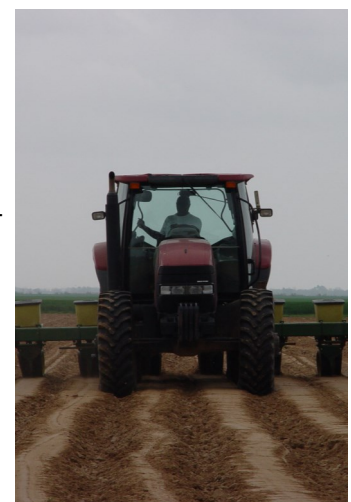
Objective 3: Improve Inmate Education

Strategies:

- ◆ Work and vocational assignments should enhance knowledge of skill sets.
- ◆ Industry and regulatory trainers from the free world will assist in educating the inmates



“Work programs will focus on enhancement/development of inmate work ethics, skills and opportunities for employment upon re-entry”



Fourth Agency Goal (continued)

- 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.

Fifth Agency Goal

To attract and retain quality staff.

Objective 1: Create a Succession Plan

Strategies:

- Identify staffing needs for the agency.
- Attract, recruit and retain staff.
- Identify mentors and individuals in the agency.
- Create mentoring program.
- Create a plan for promotion/advancement.
- Establish steps necessary for each position to advance.
- 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.
- Allow training credit for approved continuing educational hours.

Objective 2: Enhance Training

Strategies:

- ◆ Review current training
- ◆ Optimize utilization of eCADEMY
- ◆ Evaluate needs, changing trends and programs.
- ◆ Encourage employees to earn national/state certifications.
- ◆ Identify and evaluate non-traditional training resources.
- ◆ 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 include 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.
- ◆ Maintain ongoing evaluation of programming to ensure program is evidence-based.



***“To
attract and
retain
quality staff”***



Fifth Agency Goal - (continued)

Objective 3: Improve Educational Opportunities

Strategies:

- ♦ Pay for higher education that is applicable to corrections.
- ♦ Continue/enhance Management Level training.
- ♦ 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.
- ♦ Continue screening of correctional personnel prior to employment.
- ♦ Training committee will provide ongoing assessment of ADC Training Programs with emphasis on recruitment and retention.
- ♦ Continue efforts to evaluate and implement flex scheduling for security staff to ensure that straight (gap) time is minimized to the extent possible.

Objective 5: 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.
- ♦ 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 (Employment Assistance Program) at the onset of a problem.
- ♦ Agency supports and annual Pinnacle Awards to recognize excellence.
- ♦ Search for additional methods of communicating policies and changes to staff at all levels.

Sixth Agency Goal

Transparency

Objective 1: Improve Accountability

Strategies:

- ♦ Identify and justify the cost of regional maintenance.
- ♦ Identify the elements of our cost.

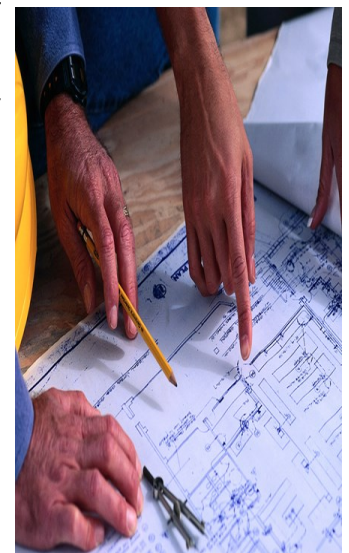
Objective 2: Improve Relationships with Law Enforcement

Strategies:

- ♦ Explain our rules, processes and costs to Prosecuting Attorneys, Sheriffs, Police Chiefs, US Marshalls, State Police, Fusion Center, FBI, Jail Administrators, Federal Probation,



***“Improve
Educational
Opportunities”***



Sixth Agency Goal - (Contd.)

Parole Board, ACC and Circuit Judges.

- ◆ Offer instructors 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. Expand this to all facilities.

Objective 3: Improve Public Relations

Strategies:

- ◆ Explain our rules, processes and costs to legislators and media.
- ◆ Invite them to tour units.

Objective 4: Educate the Public

Strategies:

- ◆ Improve website content.
- ◆ Offer civic groups and schools the opportunity to utilize our inmate panels.
- ◆ Explain the effects of sentencing guidelines on the prison system to the sentencing commission.



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