

2021-2022

Strategic Plan

Arkansas Division of Correction



Dexter Payne
Director

2021-2022 STRATEGIC PLAN

The Arkansas Division of Correction (ADC) 2021-2022 Strategic Plan outlines the strategies developed by the Management Team to reach our goals and objectives.

Table of Contents

Director's Message.....	3
Division Mission Statement, Vision Statement and Core Values.....	4
Goal 1.....	5
Goal 2.....	7
Goal 3.....	9
Goal 4.....	11
Goal 5.....	12
Goal 6.....	13
Arkansas Division of Correction Organization.....	14
Arkansas Division of Correction Organization Chart.....	15
Message from the Secretary.....	16
Arkansas Department of Corrections Mission Statement, Goals and Core Values...	17

Director's Note

It is my pleasure as Director of the Arkansas Division of Correction to present our 2021-2022 Strategic Plan. Strategic planning is the leadership process to determine the best goals, objectives and strategies to achieve desired outcomes. The Arkansas Division of Correction Strategic Plan advances all of the Governor's Statewide Goals. It directly supports the Goals of "*Protecting the Public's Safety and Security*" and "*Transforming the Culture of State Government*".

Over the past several years, we have made great progress in transforming the lives of inmates, upholding our commitment to public safety and creating a work environment that supports our staff and their professional growth. We have accomplished so much that we can be proud of, but there is more work to be done.

The goals, objectives and strategies that you will find on the following pages of this strategic plan lay out the roadmap for our future. Although this is an ambitious plan, I am confident that we can achieve our goals.



Director Dexter Payne

Mission Statement

The mission of the Arkansas Division 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; and provide opportunities for staff and inmates to improve spiritually, mentally and physically.

Vision Statement

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

Core Values

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



Goals

1 Goal	To provide safe and secure facilities for inmates and staff
2 Goal	To attract and retain quality staff
3 Goal	To provide constructive correctional opportunities that will help inmates with successful reentry into their communities
4 Goal	To maintain cost-efficient care and custody of all inmates
5 Goal	Transparency
6 Goal	To optimize inmate assignments in work, career and educational programs

Goal 1

To provide safe and secure facilities for inmates and staff

Measurable Objective: County Jail Backlog & Bed Capacity

Objective 1: Prevent Escapes

Strategies:

- ◆ Continue annual security audits and expand as appropriate at all facilities
- ◆ Maintain increased visits to work-release job sites
- ◆ Continue to ensure Arkansas Crime Information Center (ACIC) background checks on intakes prior to assignments to unit and job assignments outside the fence
- ◆ Continue to upgrade facilities including recreation areas and metal buildings

Objective 2: All facilities will be safe and secure

Strategies:

- ◆ Continue to enhance contraband interdiction efforts at all facilities
- ◆ Quarterly mass searches at a facility with Emergency Response Team (ERT) and field staff
- ◆ Eliminate remaining blind spots in each facility to include vision panels on doors
- ◆ Continue drills with all staff responding to inmate/staff emergencies
- ◆ Continue unit monthly vulnerability assessment program to detect vulnerable areas before incidents occur with copies to the Warden, Deputy Director and Division Emergency Preparedness Coordinator
- ◆ Improve use of software to detect patterns in incident occurrences to ensure good security practices are administered throughout the Division of Correction facilities
- ◆ Explore avenues and current technology to monitor inmate movement
- ◆ Continue to seek funding to upgrade facilities with state-of-the art camera/recording devices and to provide training to agency personnel
- ◆ Continue to identify and track high-risk offenders and potential victims
- ◆ Continue use of staff protective vests, tasers and body scanners
- ◆ Continue to work with Prosecuting Attorneys and the Arkansas State Police to expand prosecution for crimes inside our facilities

Objective 3: Decrease County Jail Backlog

Strategies:

- ◆ Maximize use of current facilities
- ◆ Continue to develop and improve programs to reduce recidivism
- ◆ Continue to work with the Parole Board on paroling inmates from county jails when possible

Goal 1 (continued)

Objective 4: Improve American Correctional Association (ACA) Process

Strategies:

- ♦ All security, fire/safety, ACA annual reports and audits of each unit and corrective action plan shall be reviewed as part of the Warden's annual performance evaluation
- ♦ Continue all required training and document attendance and subject matter on self-audit drills, safety meetings, etc. at each facility to ensure compliance
- ♦ Develop a guideline manual for ACA documentation



**Providing safe and secure facilities for inmates and staff is our goal.
Continuing to enhance contraband interdiction efforts at all facilities is our process.
Training staff and tracking high-risk offenders and potential victims is our strategy.
Staff are our most important asset.**

Goal 2

To attract and retain quality staff

Measurable Objective: Decrease Vacancy Numbers

Objective 1: Create a succession plan

Strategies:

- ◆ Continue to identify staffing needs and deficiencies for the division
- ◆ Continue to attract, recruit and retain staff including the use of social media to highlight staff and opportunities
- ◆ Continue mentoring program for Deputy Wardens and expand to new supervisors
- ◆ Maintain division authority through pay plan provisions for differential rates for positions where we can demonstrate high turnover or difficulty in recruitment
- ◆ Provide resources for national recruitment for specialized positions
- ◆ Utilize existing professional staff to assist in agency recruitment and retention efforts
- ◆ Continue to enhance education and training opportunities for staff and re-establish generational training for supervisors
- ◆ Continue internship programs for specialized/professional staff (internal/external)
- ◆ Continue to work with local universities to provide internship opportunities
- ◆ Continue to work with Office of Personnel Management on a pay plan for all positions and salary issues including plans for promotion and advancements

Objective 2: Enhance Training

Strategies:

- ◆ Review current training
- ◆ Optimize utilization training through technology resources
- ◆ Evaluate needs, changing trends and programs. Explore generational gap training for supervisors
- ◆ Promote and support professional/relevant certification opportunities for staff
- ◆ Continue to gather and share proven techniques, programs and strategies from other jurisdictions
- ◆ Training Committee will continue the comprehensive training plan to provide a CORPS - Culture of Respect, Professionalism and Service Principles that includes components aimed at reducing assaults on staff and use-of-force incidents to make facilities safer for staff and inmates. Components include the disciplines of Creating Credibility, Advanced Communication Skills, Managing the Motive and Correctional Security Basics
- ◆ Continue the training for staff to recognize signs of potential PREA situations before they happen
- ◆ Continue to provide training to staff on motivational interviewing to improve interaction with inmates
- ◆ Training/Refresher Course for Supervisors
- ◆ Continue Gender Responsiveness training
- ◆ Expand and enhance Relias training opportunities to be more specific to corrections

Goal 2 (continued)

Objective 3: Improve Educational Opportunities

Strategies:

- ◆ Encourage higher education applicable to corrections, with scholarships from Arkansas Association of Correctional Employees (AACET)
- ◆ Continue/enhance Management Level Training/Review
- ◆ Continue to support staff enrolled in educational/college certificates through flexible work schedules
- ◆ 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 efforts to reduce annual turnover of correctional officers over the next five years

Strategies:

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

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

Strategies:

- ◆ Code of Ethics training will be held annually and the policy shall be enforced
- ◆ Continue to encourage and enhance opportunities for the Division of Correction employees to participate in activities that promote wellness, teamwork, community involvement and educational opportunities
- ◆ The Division of Correction Employee Corporations will be encouraged to continue their recognition and reward programs
- ◆ Supervisors should encourage and refer employees to the Employee Assistance Program (EAP)
- ◆ The Division supports an annual Pinnacle Awards Program to recognize staff excellence
- ◆ Continue to search for additional methods of communicating policies and changes to staff at all levels



Goal 3

To provide constructive correctional opportunities that will help inmates with successful reentry into their communities

Measurable Objective: Recidivism by Program

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 tablets, workbooks and issuance of certificates)
- ◆ Motivate participation in programs and work assignments by offering incentives such as good time/certificates
- ◆ Continue to utilize the social history as the needs assessment of all inmates at intake and facilitate placement in programs
- ◆ Maintain ongoing evaluation of programming to ensure programs are evidence-based
- ◆ Continue to expand the use of tablets for inmate programming

Objective 2: Lower Recidivism

Strategies:

- ◆ Improve reentry planning
 - ◇ Continue to ensure the inmates have reentry plans at least 120 days before release (classification). Utilize the Risk Tool for use in programming waiting list and parole plan
 - ◇ Continue to help inmates focus on reentry planning by assigning them to reentry accountability coaches who will complete report cards on the inmates' progress
- ◆ Expand educational opportunities and the use of tablets
- ◆ Require specific goals for inmates as part of reentry planning
- ◆ Continue to seek and identify community support
- ◆ Continue to improve use of reentry barracks at facilities
- ◆ Continue to work with the Arkansas Department of Human Services (DHS) for family reunification

Objective 3: Improve Inmate Health

Strategies:

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

Goal 3 (continued)

Objective 4: Decrease Restrictive Housing and Isolation Population

Strategies:

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

Objective 5: Improve data collection process with each reentry work/treatment program to determine successful integration to the community.

Strategies:

- ◆ Expand evidence-based outcomes for treatment programs
- ◆ Continue annual recidivism studies to include the expansion of program evaluations
- ◆ Identify ways to enhance eOMIS to facilitate data collection and recidivism studies
- ◆ Improve data quality with staff training



Goal 4

To maintain cost-efficient care and custody of all inmates

Measurable Objective: Cost Per Day

Objective 1: Reduce Cost

Strategies:

- ◆ Identify each cost center and evaluate with zero-based budgeting
- ◆ Identify, approach, train and maximize the use of volunteers
- ◆ Continue to reduce staff overtime by filling vacancies
- ◆ Retain current employees to reduce training cost
- ◆ Approach criminal justice programs and offer to lecture or present on correctional career opportunities
- ◆ Include employment offers to present at career days

Objective 2: Better Utilize Technology

Strategies:

- ◆ Continue to explore additional options for a kiosk
- ◆ Continue to utilize options for video conferencing (court appearance, claims commission, parole board, healthcare request, commissary)
- ◆ Continue to utilize and expand telehealth and on-site services
- ◆ Continue to explore opportunities for inmate emails to tablets and kiosk
- ◆ Expand the use of technology for training
- ◆ Continue to explore other methods to improve security around contraband (cellphones, cameras and fences)
- ◆ Continue to expand isolation rounds in electronic system
- ◆ Continue to explore Wi-Fi opportunities at facilities

Objective 3: Reduce Energy Cost & Usage

Strategies:

- ◆ Continue implementation of division strategic energy plan pursuant to Executive Order 09-07 (EO 09-07)
- ◆ Continue to replace outdated equipment with newer energy efficient equipment
- ◆ Expand construction efforts that incorporate energy saving elements
- ◆ Continue renewable energy sources (geothermal, solar panels)
- ◆ Continue Recycling Program
 - ◇ Recycle on the freelines within the Division of Correction
 - ◇ Encourage all units to expand their recycling programs and/or create recycling centers
 - ◇ Establish waste recycling coordinator at each facility in order to implement and coordinate recycling efforts
- ◆ Continue to explore additional energy expansion programs at all units

Goal 5

Transparency

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

Objective 1: Improve Accountability

Strategies:

- ◆ Continue to post cost per day information in the Annual Report and Statistical Pamphlet
- ◆ Continue to share the Division of Correction contracts and staff information on the State Transparency website

Objective 2: Improve Relationships with Law Enforcement

Strategies:

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

Objective 3: Improve Public Relations with Community Engagement

Strategies:

- ◆ Continue to explain our rules, processes and costs to legislators, stakeholders and media
- ◆ Continue to invite legislators and the media to tour units for specific events
- ◆ Continue to expand the use of social media for sharing departmental information
- ◆ Continue to improve the division's content on the department website
- ◆ Continue to offer civic groups and schools the opportunity to utilize our inmate panels
- ◆ Continue to release positive stories
- ◆ Explain the effects of sentencing guidelines on the prison system at the Arkansas Sentencing Commission Continuing Legal Education (CLE)
- ◆ Continue to place monthly Board Reports on the department website



Goal 6

To optimize inmate assignments in work, career and educational programs

Measurable Objective: Number of inmates assigned to a work program vs. those unassigned

Objective 1: Work programs will focus on enhancement/development of inmate work ethics, skills and opportunities for employment upon reentry

Strategies:

- ♦ All inmates will be assigned to meaningful work commensurate with their medical, mental and security classification/restriction(s)
- ♦ Continue training staff to update the inmates' "skills profile" in eOMIS with work skills and certifications
- ♦ Continue certifications for skilled work programs-Farm, Industry, Construction and Career Education (e.g., boiler, water, plumbing, HVAC, wastewater, auto, electrical)
- ♦ Continue to expand the Prison Industry Enhancement (PIE) Program
- ♦ Expand work-release opportunities when appropriate
- ♦ Continue to support Work Force Alliance for Growth and Economy (WAGE) program and workshops to all units
- ♦ Continue and expand job/resource fair programs at appropriate units
- ♦ Evaluate personnel and facility needs that would enable placement of higher security inmates in expanded work opportunities
- ♦ Encourage faith-based and other community organizations to establish mentoring programs for reentry inmates
- ♦ Continue to update the reentry tab and program descriptions on the department's website for community resources

Objective 2: Reduce Inmate Grievances

Strategies:

- ♦ Continue staff training on division policies to guide inmates
- ♦ Train staff on better communication skills with inmates to decrease grievances
- ♦ Review and improve safety procedures
- ♦ Continue to make unit management staff available to the inmate population during mass movement hour (e.g. standing mainline)

Objective 3: Improve Inmate Education

Strategies:

- ♦ Work and career education assignments should enhance knowledge of skill sets
- ♦ Industry will assist in educating the inmates on job skills
- ♦ Continue programs to educate inmates and staff on sexual abuse prevention and reporting
- ♦ Coordinate with community workforce development agencies to identify skilled work program needs for career education
- ♦ Continue partnering with Shorter College, Arkansas State University-Newport, Likewise, Central Arkansas Baptist Institute (CABBI) and Ashland University
- ♦ Continue Seminary Program through Mid-America Baptist Theological Seminary

Arkansas Division of Correction

6814 Princeton Pike
Pine Bluff, Arkansas 71611
870-267-6999 (*phone*)
870-267-6373 (*fax*)

Board of Corrections

Benny Magness ~ Chair
Senator Bobby Glover ~ Vice-Chairman
Reverend Tyrone Broomfield ~ Secretary
John Felts ~ Member
Dr. William “Dubs” Byers ~ Member
Whitney M. Gass ~ Member
Lee Watson ~ Member
Mark Colbert ~ Compliance Attorney
Shari Gray ~ Assistant to the Board

Arkansas Division of Correction Management Team

Dexter Payne ~ Director
M. D. Reed ~ Chief Deputy Director
William Straughn ~ Deputy Director
Rory Griffin ~ Deputy Director
Richard Cooper ~ Assistant Director
Aundrea Culclager ~ Superintendent
Lindsay Wallace, Chief of Staff
Lamont Wimberly ~ Chief Financial Officer
Christine Cryer ~ Chief Legal Counsel
Cindy Murphy ~ Communications Director
Jada Lawrence ~ Executive Assistant to Director Payne

Prepared By:
The Research and Planning Division
Tiffanye Compton
Administrator

Bryan Rodgers
Software Support Analyst

Darrell McHenry
Administrative Analyst



Visit our Website
<http://adc.arkansas.gov>

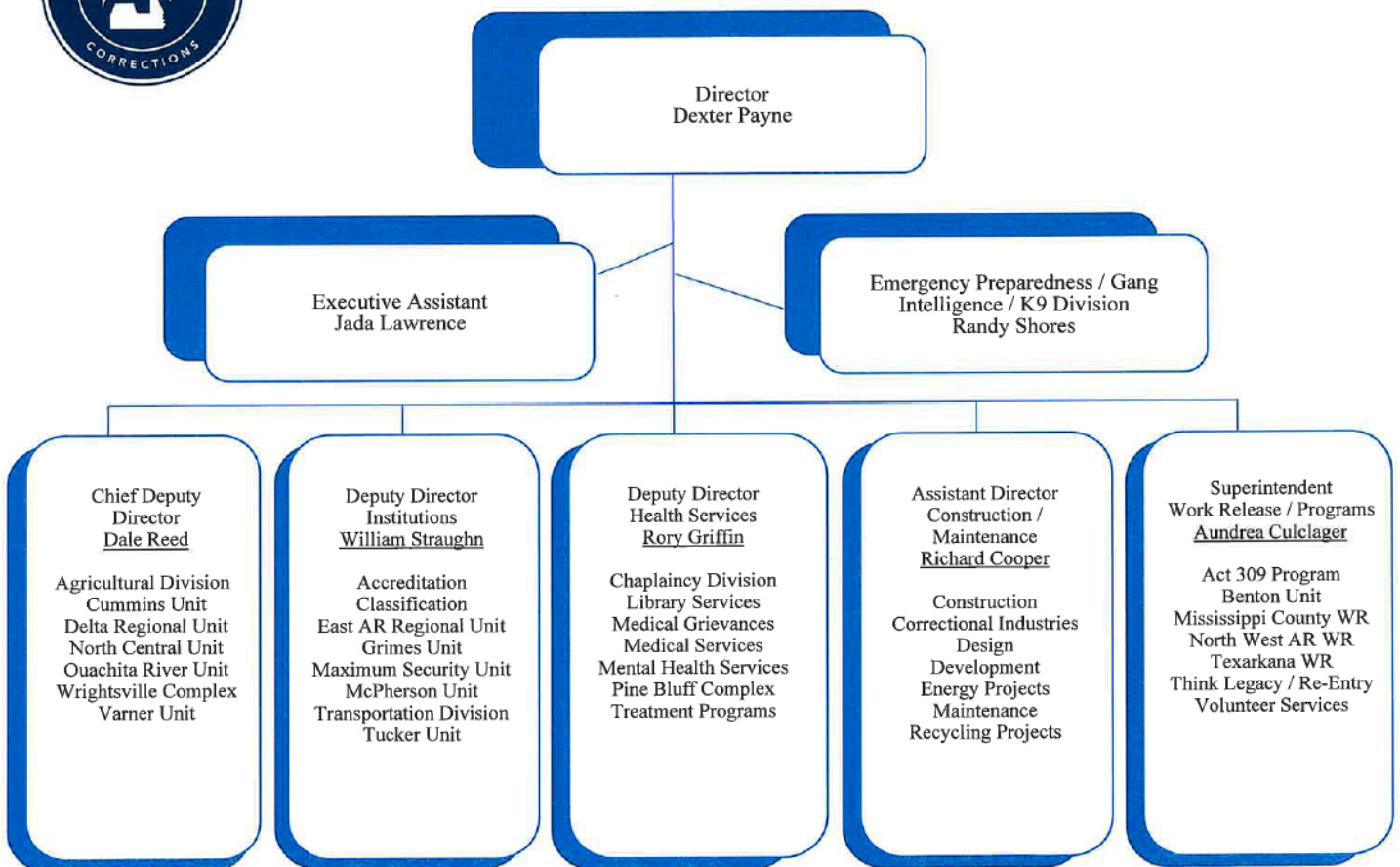


“Like Us” on Facebook
<https://www.facebook.com/ARDeptofCorrections>

Arkansas Division of Correction Organizational Chart



Arkansas Division of Correction Organizational Chart



05.14.2021

Secretary's Message

When I was appointed by Governor Hutchinson and confirmed by the Board of Corrections to take on the responsibility as Secretary of Corrections, it was one of the greatest honors of my life. Since starting in my new role, I've had the ability to travel around the state to meet the people that make up our great team. Our challenges are varied and at times appear great. However, I have seen firsthand that there is nothing we cannot overcome when we work together.

While a Division may have strategic priorities unique to their operations, they support the overall mission of the Department of Corrections. This plan serves as both a reminder of what we have accomplished over the last several years and as a guide for improving our future performance.



Secretary Solomon Graves

Arkansas Department of Corrections Mission Statement, Goals and Core Values

Mission Statement:

We are a public safety resource for Arkansas by providing professional management and proven rehabilitative initiatives for offenders in correctional facilities and the community.

Goals

- ◆ People
- ◆ Quality
- ◆ Efficiency

Core Values

- ◆ Accountability
- ◆ Innovation
- ◆ Integrity
- ◆ Professionalism
- ◆ Respect
- ◆ Transparency

