

Arkansas Division of Correction

Strategic Plan 2022-2023

Dexter Payne
Director



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Letter from the Director



As Director of the Arkansas Division of Correction (ADC), I welcome your review of our 2022-2023 Strategic Plan. In this document, the Division shares its goals, objectives, and strategies, which 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*".

Strategic Planning is not a static process; it constantly evolves and holds us accountable for continued growth and progress, in which the outcome measures that are attached to our goals keep performance at the forefront. I believe these goals are specific, measurable, achievable, relevant, and time-bound.

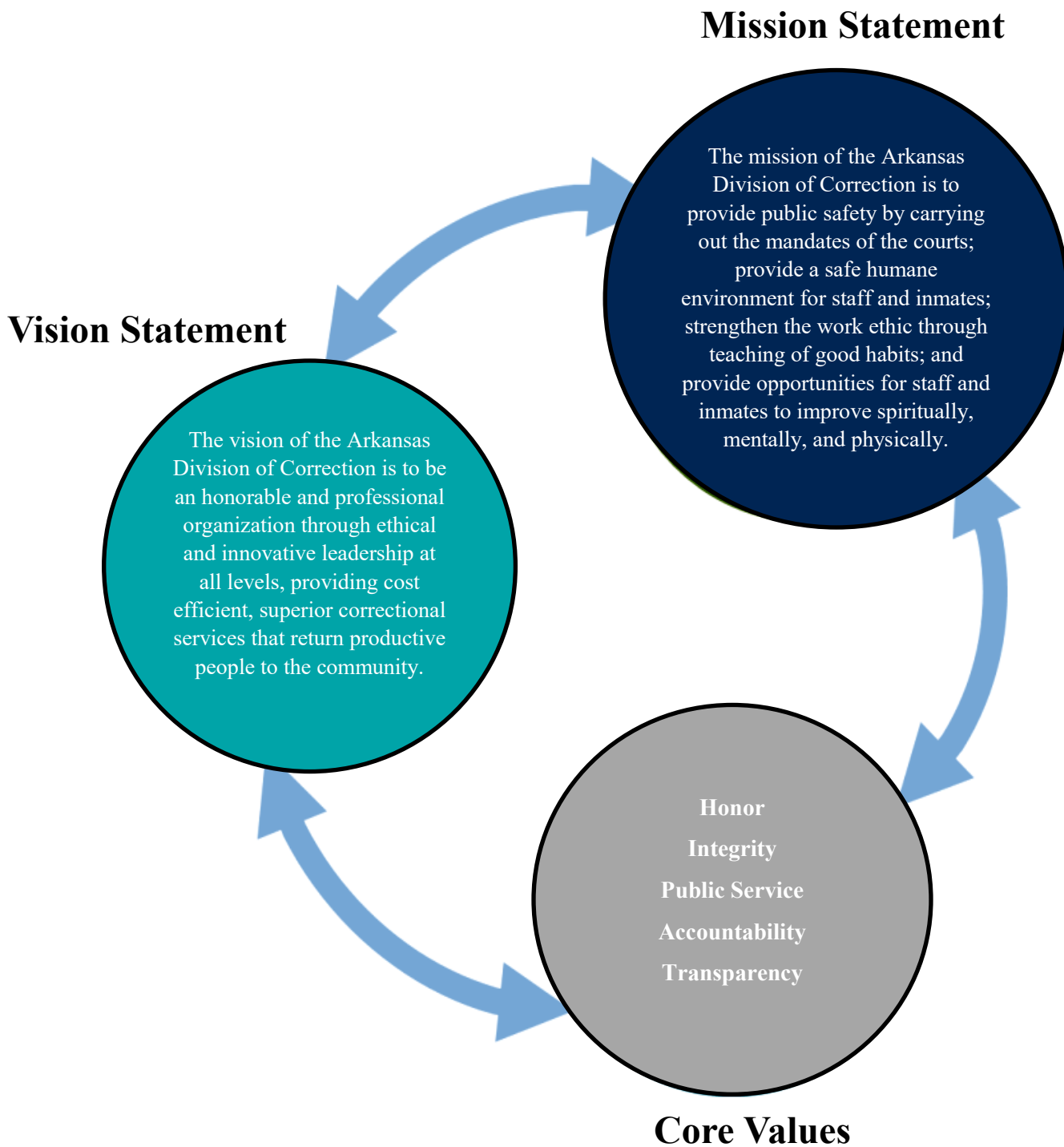
The Arkansas Division of Correction is a division filled with talented, passionate people and through our shared sense of One Team, One Mission, we can make our facilities safer, enhance our use of technology, improve communications, strengthen inmate rehabilitation programs, recruit, and retain top-notch staff.

I am proud of our division. Any progress that we have made as a division, begins at the various levels of operation within the Division of Correction. As one evaluates the issues we face everyday, it is important to acknowledge that every Division of Correction employee plays a vital role in how we accomplish our mission.

It is my pleasure and privilege to serve as the Director of this division as it is our commitment that the Division of Correction will continue to develop our culture and environment of safety, quality, and opportunity for all and I look forward to the strides that we will make together in the coming years.

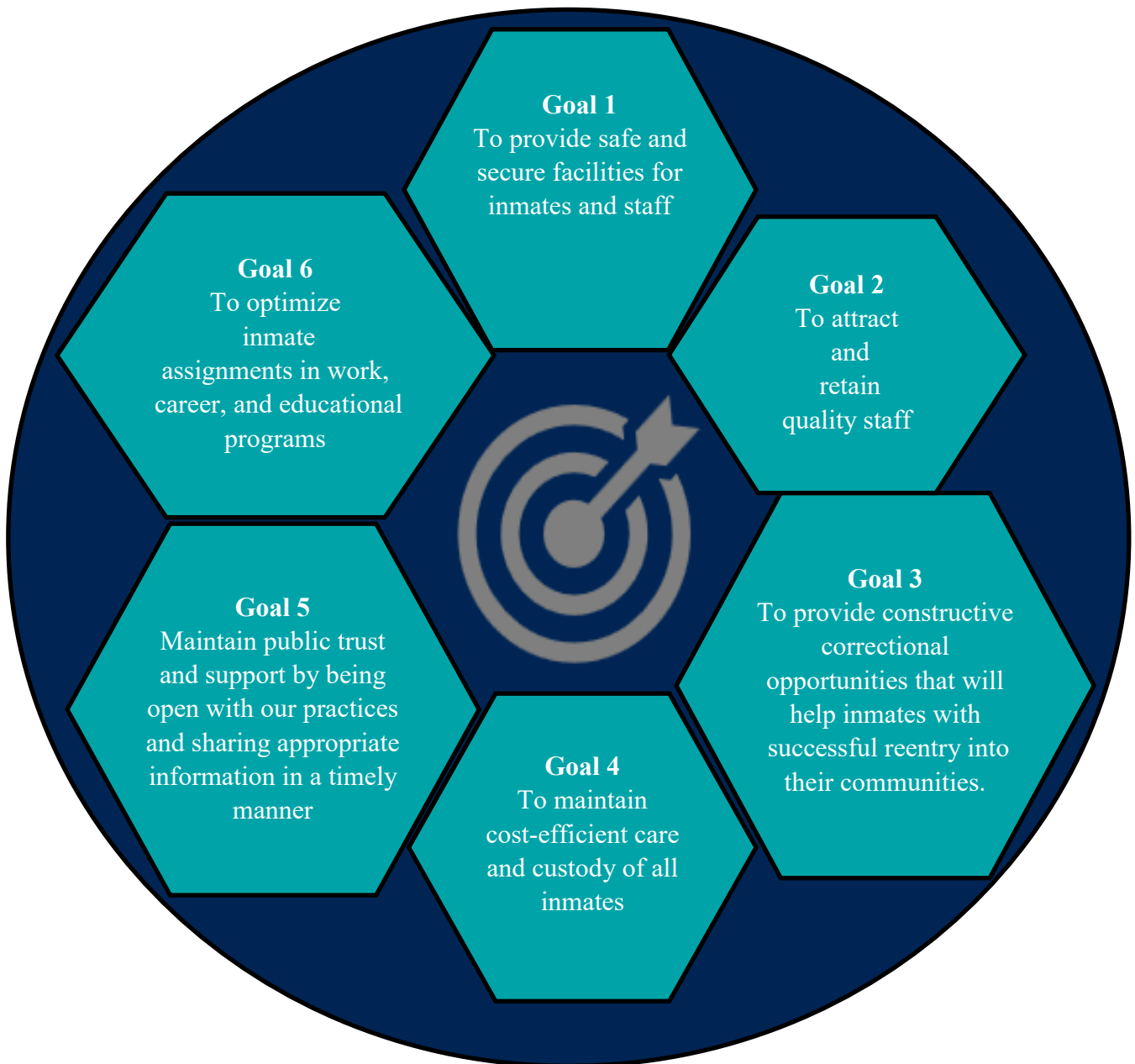
Dexter Payne,
Director, Arkansas Division of Correction

Who We Are



Division of Correction Goals

Each of the six major goals identified within the following pages are equally important and exist interdependently of one another. These goals represent ongoing and high level focus areas for which the Division of Correction will continually develop, review and assess accomplishments of strategies, activities and performance measures.



Goal 1

To provide safe and secure facilities for inmates and staff

Measurable Objective: Manage bed capacities and county jail backlog

Objective 1: All facilities will be safe and secure

Strategies:

- ◆ Continue best practices to prevent escapes at all facilities
- ◆ Continue annual security audits at all facilities and expand as appropriate
- ◆ Continue visits to work-release job sites
- ◆ Continue to ensure Arkansas Crime Information Center (ACIC) and National Crime Information Center (NCIC) background checks on intakes prior to assignments to unit and job assignments outside the fence
- ◆ Continue to assess and upgrade facilities based on security needs
- ◆ Continue to conduct searches at facilities
- ◆ Continue to enhance contraband interdiction efforts at all facilities
- ◆ Continue to identify blind spots in each facility
- ◆ Continue to conduct drills with all staff responding to inmate/staff emergencies
- ◆ Continue to conduct unit monthly vulnerability assessments
- ◆ Continue to improve the use of technology to ensure good security practices are administered
- ◆ Continue to explore advances in technology designed to monitor inmate movement
- ◆ Continue to seek funding and upgrade facilities with state-of-the art camera/recording devices and to provide training to staff
- ◆ 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 State and Federal Agencies to expand prosecution for crimes at facilities

Objective 2: Decrease county jail backlog

Strategies:

- ◆ Maximize bed use at current facilities
- ◆ Continue to develop and improve programs to reduce recidivism
- ◆ Continue to work on releasing inmates from county jails when appropriate

Goal 1 *(continued)*

Objective 3: 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
- ♦ Continue to 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: Recruit and retain staff

Strategies:

- ◆ Continue to identify staffing needs and deficiencies for the division
- ◆ Continue to utilize social media, job fairs and other recruitment tools to attract, recruit and retain staff
- ◆ 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

Objective 2: Enhance training

Strategies:

- ◆ Assess and update training curriculum annually
- ◆ Continue to utilize technology for training opportunities
- ◆ Evaluate needs, changing trends and programs
- ◆ Continue multigenerational training
- ◆ Continue to promote and support professional/relevant certification opportunities
- ◆ Continue to gather and share proven techniques, programs, and strategies from other jurisdictions
- ◆ Training Committee will continue the comprehensive training plan review in order to provide 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
- ◆ Continue Supervisor Training/Refresher Courses
- ◆ Continue Gender Responsiveness Training
- ◆ Continue to enhance Relias training opportunities that relates specifically to corrections
- ◆ Continue enhancements of Leadership Training (formally known as Management Level Training)

Goal 2 *(continued)*

Objective 3: Improve educational opportunities

Strategies:

- ◆ Encourage higher education applicable to corrections
- ◆ Continue to support staff enrolled in educational/college certificates through flexible work schedules
- ◆ Encourage training opportunities beyond mandatory certifications
- ◆ Encourage employees to share knowledge learned at training and/or conferences

Objective 4: Enhance efforts to reduce turnover during the next five years

Strategies:

- ◆ Continue the development of training on reducing stress of correctional staff and improve employee's wellness
- ◆ 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 staff to participate in activities that promote wellness, teamwork, community education and involvement
- ◆ Employee Corporations will be encouraged to continue their recognition and reward programs
- ◆ Supervisors should encourage and refer employees to the Employee Assistance Program (EAP) as needed
- ◆ Continue to host the annual Pinnacle Awards event to recognize staff excellence
- ◆ Continue to search for additional methods of communicating policies and changes to all staff

Objective 6: Create a succession plan

Strategies:

- ◆ Continue mentoring program for staff
- ◆ Continue to cross-train staff where applicable
- ◆ Continue to work with Office of Personnel Management on a pay plan for all positions and salary issues including plans for promotion and advancements

Goal 3

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

Measurable Objective: Reduce recidivism by programs

Objective 1: Lower recidivism


Strategies:

- ◆ Improve reentry planning
 - ◇ Continue to ensure 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
- ◆ Continue to 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
- ◆ Continue to utilize community resources to assist with reentry efforts

Objective 2: Improve data collection process with each reentry work/treatment program to determine successful integration to the community.

Strategies:

- ◆ Expand evidence-based program assessments
- ◆ Continue annual recidivism studies to include the expansion of program evaluations
- ◆ Identify ways to enhance the Offender Management Information System (eOMIS) to facilitate data collection and recidivism studies
- ◆ Improve data quality with staff training



The ADC provides various classes, offer treatment programs and services, work opportunities aimed to reduce recidivism.

Goal 3 *(continued)*

Objective 3: Improve inmate health

Strategies:

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

Objective 4: 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 specified programs
- ◆ Maintain ongoing evaluation of programming to ensure programs are evidence-based

Objective 5: 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 compliance with PREA guidelines regarding inmate housing
- ◆ Inmates shall not be released from restrictive housing to the community without prior notice to the Chief Deputy Director or Deputy Director of Institutions



Research has found that work programs are positive for inmates and the community.

Goal 4

To maintain cost-efficient care and custody of all inmates

Measurable Objective: Cost per day

Objective 1: Reduce cost

Strategies:

- ♦ Identify and evaluate each cost center
- ♦ Identify, recruit, train and maximize the use of volunteers
- ♦ Manage staff overtime by filling vacancies
- ♦ Retain current employees to reduce training cost
- ♦ Identify criminal justice programs and offer to lecture or present on correctional career opportunities
- ♦ Include employment opportunities when participating in career day events

Objective 2: Better utilize technology

Strategies:

- ♦ Continue to explore additional options for kiosks
- ♦ 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
- ♦ Expand the use of technology
- ♦ Continue to explore other methods to improve security regarding contraband (cellphones, cameras, and fences)
- ♦ Continue to expand the use of electronic systems during isolation rounds
- ♦ Expand Wi-Fi opportunities at facilities



Goal 4 *(continued)*

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
- ◆ Expand 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
- ◆ Continue to explore additional energy expansion programs at all units



Goal 5

Maintain public trust and support by being open with our practices and sharing appropriate information in a timely manner

Measurable Objective: Provide ADC information on the department 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 through State Transparency website

Objective 2: Improve relationships with law enforcement

Strategies:

- ◆ Explain our rules, process, and costs to local, state, and federal entities
- ◆ 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 assist 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: Optimize the 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
- ♦ Continue to train staff on better communication skills with inmates to decrease grievances
- ♦ Continue to review and improve safety procedures
- ♦ Continue to make unit management staff available to the inmate population during mass movement hour (e.g., standing mainline)

Goal 6 *(continued)*

Objective 3: Improve inmate education

Strategies:

- ♦ Work and career education assignments should enhance knowledge of skill sets
- ♦ The Division will assist in educating the inmates on hard and soft 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 higher education institutions
- ♦ Continue Seminary Program through Mid-America Baptist Theological Seminary

"To optimize inmate assignments in work, career, and educational programs"



Secretary's Message



Solomon Graves
Secretary of Corrections

As Secretary of Corrections, I want our leadership to remain intentional about maintaining an organization that upholds the Department of Corrections' core values: Accountability, Innovation, Integrity, Professionalism, Respect and Transparency. Meaningful strategic planning is critical to our success in maintaining those values. 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 and a guide for improving our future performance. We remain committed to the public's safety and to providing professional management solutions and evidence-based rehabilitative initiatives for the offenders we serve.



Department of Corrections

Mission Statement, Goals and Core Values

Mission Statement

The mission of the Department of Corrections is to be a public safety resource for Arkansas families by providing professional management solutions and evidence-based rehabilitative initiatives for offenders.

Core Values

Accountability

- ◆ We consistently demonstrate pride, enthusiasm, and dedication to achieve department goals
- ◆ We welcome feedback and coaching, expecting to be held accountable to the department's behavior expectation

Innovation

- ◆ We embrace best practices and are open to new perspectives, processes, and technology to ensure long-term success

Integrity

- ◆ We adhere to the highest ethical and moral standards in everything we do

Professionalism

- ◆ We ensure our actions, attitude, communication, and attire are professional as we serve others
- ◆ We willingly work together, regardless of personal differences or areas of responsibilities, to serve others
- ◆ We work to expand community, stakeholder, and inter-agency partnership and engagement

Respect

- ◆ We demonstrate through our words and actions that we truly care about the safety, well-being, and success of every person

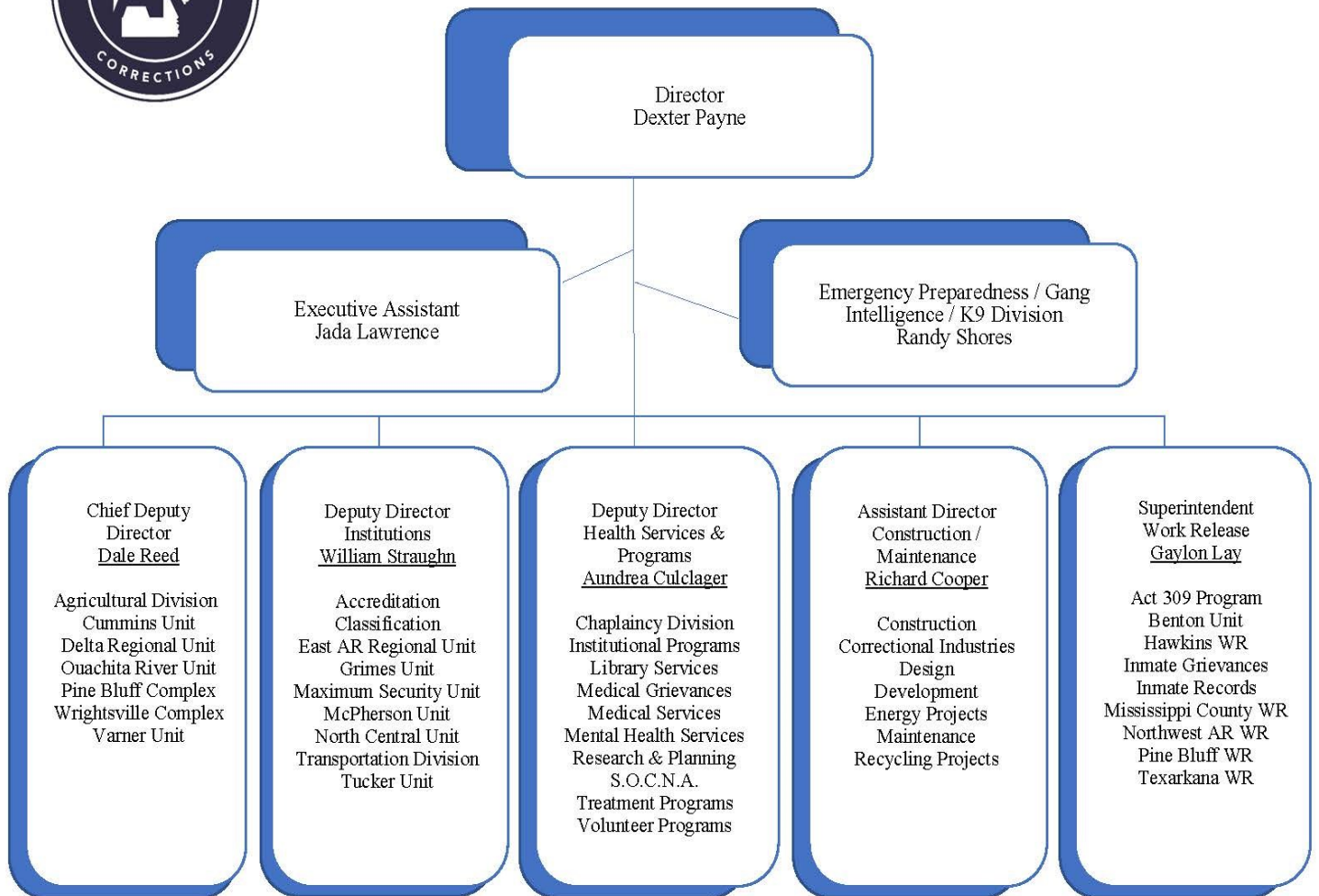
Transparency

- ◆ We maintain public trust and support by being open with our practices and sharing appropriate information in a timely manner

Organizational Chart



Arkansas Division of Correction Organizational Chart



08.30.2022

Arkansas Division of Correction

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Pine Bluff, Arkansas 71611
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Board of Corrections

Mr. Benny Magness - Chairman
Reverend Tyrone Broomfield - Vice-Chairman
Dr. William “Dubs” Byers - Secretary
Mr. John Felts - Member
Dr. Whitney M. Gass - Member
Mr. Lee Watson ~ Member
Reverend Alonza Jiles - Member
Mr. Mark Colbert - Compliance Attorney
Ms. 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
Aundrea Culclager - Deputy Director
Richard Cooper - Assistant Director
Gaylon Lay - Superintendent
Lindsay Wallace - Chief of Staff
Lamont Wimberly - Chief Financial Officer
Christine Cryer - Chief Legal Counsel
Mark Colbert - Compliance Attorney
Cindy Murphy - Communications Director
Jada Lawrence - Executive Assistant to Director Payne

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