

2024-2025

**Arkansas Division of Correction
Strategic Plan**

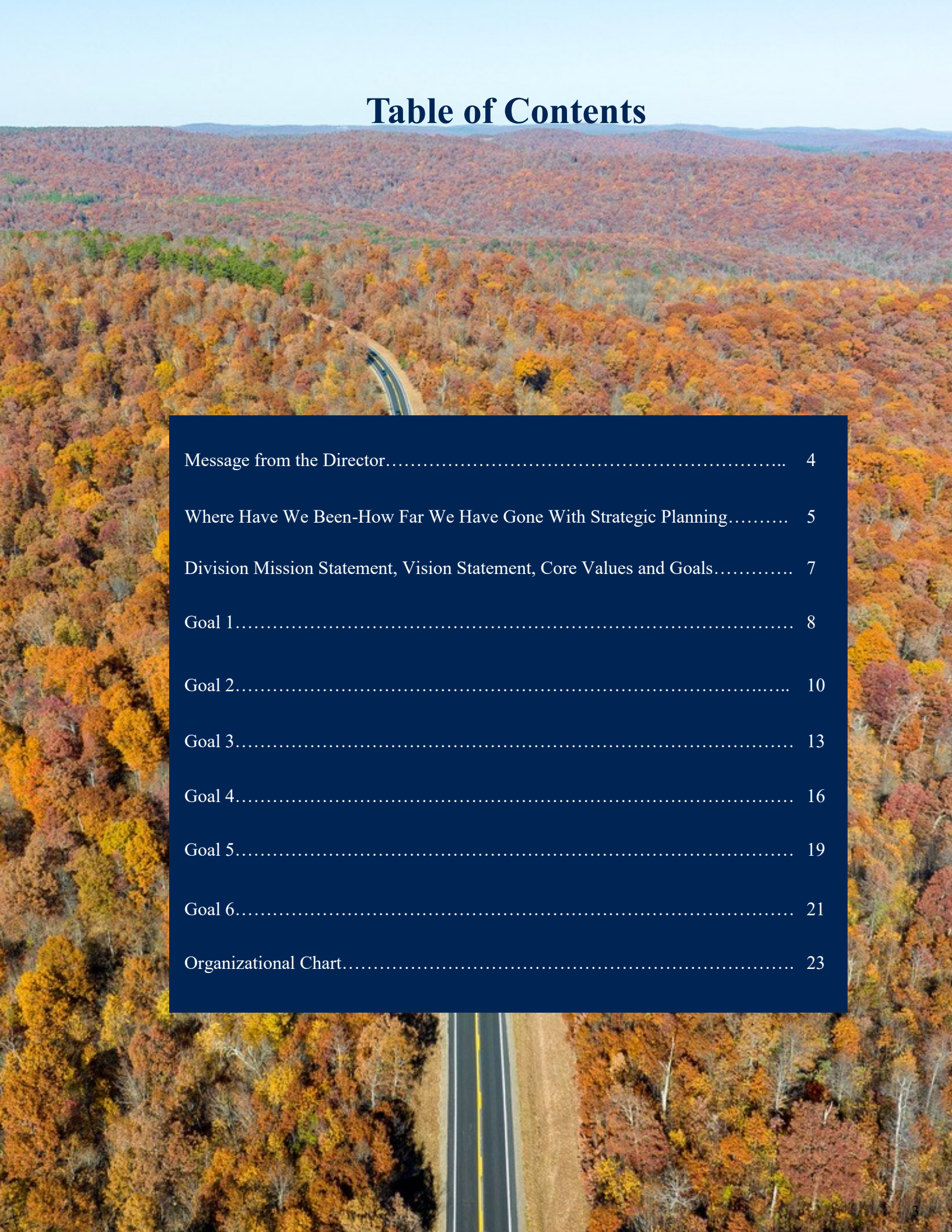


Targeting Tomorrow's Needs Today



**Through
Strategic Planning**

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Message from the Director



As Director of the Arkansas Division of Correction (ADC), I am pleased to present our 2024-2025 Strategic Plan. This plan serves as a blueprint for the growth and development of our division, outlining our mission, vision, core values, and aspirations. Reflecting on our journey, I am reminded of the challenges we have faced, the successes we have achieved, and the opportunities we have seized along the way.

Strategic planning is a forwarding-thinking process that establishes a clear vision for the future and defines the goals, strategies, and key measures to achieve our objectives. It equips us to confront to realities, identifying barriers, analyze social and economic trends, and drive actionable outcomes. I am confident that the goals we have set are specific, measurable, achievable, relevant, time-bound and are directly in line with Governor Sanders' Protect Arkansas Act.

The most valuable asset of the Arkansas Division of Correction is its people. It is an honor to serve alongside the dedicated men and women of this Division, who, in spite of having one of the State's toughest mission, continue to perform their duties with professionalism. Our strategic focus includes staff safety and wellness, as well as the analysis, recruitment, development, retention, and succession planning of our workforce. The employees of the Arkansas Division of Correction are the foundation of this agency, and I am proud to lead them.

While we face significant challenges both new and, in the future, it is important to recognize that every employee plays an essential role in the fulfillment of our mission. This strategic plan offers a glimpse of what lies ahead for the ADC, as we prioritize recruitment, investment in our employees, and the enhancement of educational opportunities for our inmate population.

It is both a privilege and a pleasure to serve as Director of this Division. We remain committed to fostering a culture of safety, quality, and opportunity for all, and I look forward to the progress we will make together in the coming years.

Dexter Payne,
Director, Arkansas Division of Correction

Where Have We Been

Cummins Unit



In 1838 legislation was signed creating the State Penitentiary and the prison was built west of Little Rock in 1842. This facility stayed open for more than 70 years until it was relocated to make room for the State Capitol building. A second facility was built in Little Rock southwest of the city known as “The Walls”. In 1902 the state purchased land from William M. Cummins and the first inmates arrived at the Cummins Prison Farm on December 13, 1902. Forty-nine inmates, several mules and a few tools were transported in by riverboat to begin the task of building a penal farm. Within a few months, the inmate population had increased from 49 to almost 300.

Since 1902, Arkansas prison facilities have expanded significantly, accompanied by a substantial increase in the inmate population. By the end of 1973, the ADC housed 1,621 inmates in two major institutions. Over the years, this number has grown exponentially. In 1983, there were 4,089 inmates across 11 institutions. By 2003, the inmate population under the ADC’s jurisdiction had increased to 13,109, and by 2013, it had reached 17,235. By the end of 2023, the inmate population had risen to 18,503. To accommodate this growth, the ADC expanded to 20 institutions, including contracted facilities, the Arkansas Law Enforcement Training Academy (ALETA), the Arkansas State Police, and various county jails housing inmates on the backup list.

The ADC has marked numerous significant milestones in its history, such as establishing the Correctional School District, implementing the ADC Industry Program, the Vo-Tech Program, the Regional Maintenance Program, and the Act 309 Program. Additional achievements include the development of an Emergency Preparedness Coordinator, the creation of a Canine Unit, installation of lethal electrified fences, video conferencing capabilities, and the opening of Work Release Centers and a Supermax Unit. One of the most notable achievements came in 1996 when the Cummins Unit received accreditation from the American Correctional Association, making the ADC one of only nine fully accredited correctional agencies in the United States.

The ADC takes pride in its past accomplishments and continuous growth. Throughout its evolution, the agency has consistently demonstrated its ability to address new challenges, enhance services, and implement innovative solutions to ensure the safety and security of those in its custody.

Ouachita River Correctional Unit (Last ADC prison built—2003)



Where Do We Want To Go

Developing the Strategic Plan

In order to maximize the use of our resources in 1996, the Arkansas Department of Corrections embarked on a Strategic Planning Process. This process started with a Steering Committee that met January 30, 1996, to discuss:

- ◆ Who would attend
- ◆ Exercises
- ◆ Definition of Strategies
- ◆ Planning
- ◆ Employee Input

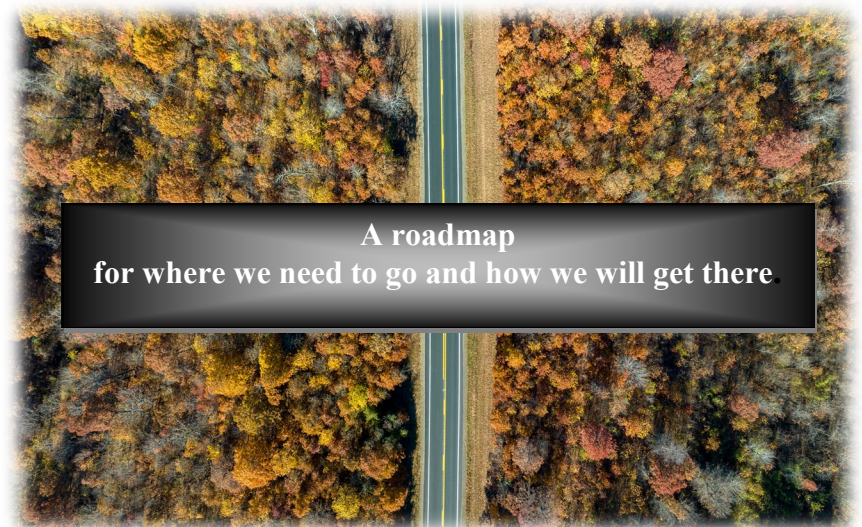
The Strategic Planning Process started with a three-day workshop under the direction of a Quality Management Coordinator for the State of Arkansas that included the upper and middle management ADC Staff. During the initial meeting, staff reconfirmed the ADC mission, established agency values, goals and strategies. The ADC takes a strategic planning approach to managing the division. Strategic planning is driven by the ADC mission statement, vision statement and core values. There is no hard and fast rule on how often one should review your progress. Strategic Planning is not a static process. It constantly evolves and holds an agency accountable for continued growth and progress. The Strategic Planning process involves an ongoing operation through gathering, analyzing, and using information. This process will not only lead to timely, effective, and continuous planning, but also informed decisions division wide. As such, ADC staff has met regularly since 1996 to measure it's progress, introduce new issues, adapt to changes, keep the division of correction performance at the forefront, ensure that the ADC strategic goals continue to address the major issues and challenges that face the ADC both today and into the future.

Moving Forward With Strategic Planning

The ADC Strategic Plan helps guide the division in difficult decisions and it helps to identify the activities that best fit the ADC. Strategic planning does not predict the future, replace good leadership and judgment nor follow a smooth, straightforward process. A strategic plan is a living document that can be adapted as needed.

Benefits of a Strategic Plan:

- ◆ Plan where we want to go
- ◆ Prepare for the unexpected
- ◆ Understand where we are today
- ◆ Determine how to get there
- ◆ Identify when we have arrived



A roadmap
for where we need to go and how we will get there.

Who We Are

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

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

Goal **2** To attract and retain quality staff

Goal **3** To provide constructive correctional opportunities that will help inmates with successful reentry into their communities

Goal **4** To maintain cost-efficient care and custody of all inmates

Goal **5** Maintain public trust and support by being open with our practices and sharing appropriate information in a timely manner

Goal **6** To optimize inmate assignments in work, career, and educational programs

Goal 1

To provide safe and secure facilities for inmates and staff

Measurable Objective: Reduce the number of incidents at all facilities

Objective 1: All facilities will be safe and secure

Strategies:

- ◆ Review and implement the 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 review and take steps to become PREA compliant
- ◆ 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 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: 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

*Providing safe and secure facilities for inmates and staff is our goal.
Reducing the number of incidents at all facilities is our objective.
Continuing to enhance contraband interdiction efforts at all facilities is our process.
Ensure good security practices are administered is our strategy.*

Performance Measure

Importance

Provide safe and secure facilities for inmates and staff

Approach

Continue to conduct searches at facilities.

Continue to enhance contraband interdiction efforts at all facilities.

Continue to assess and upgrade facilities based on security needs.

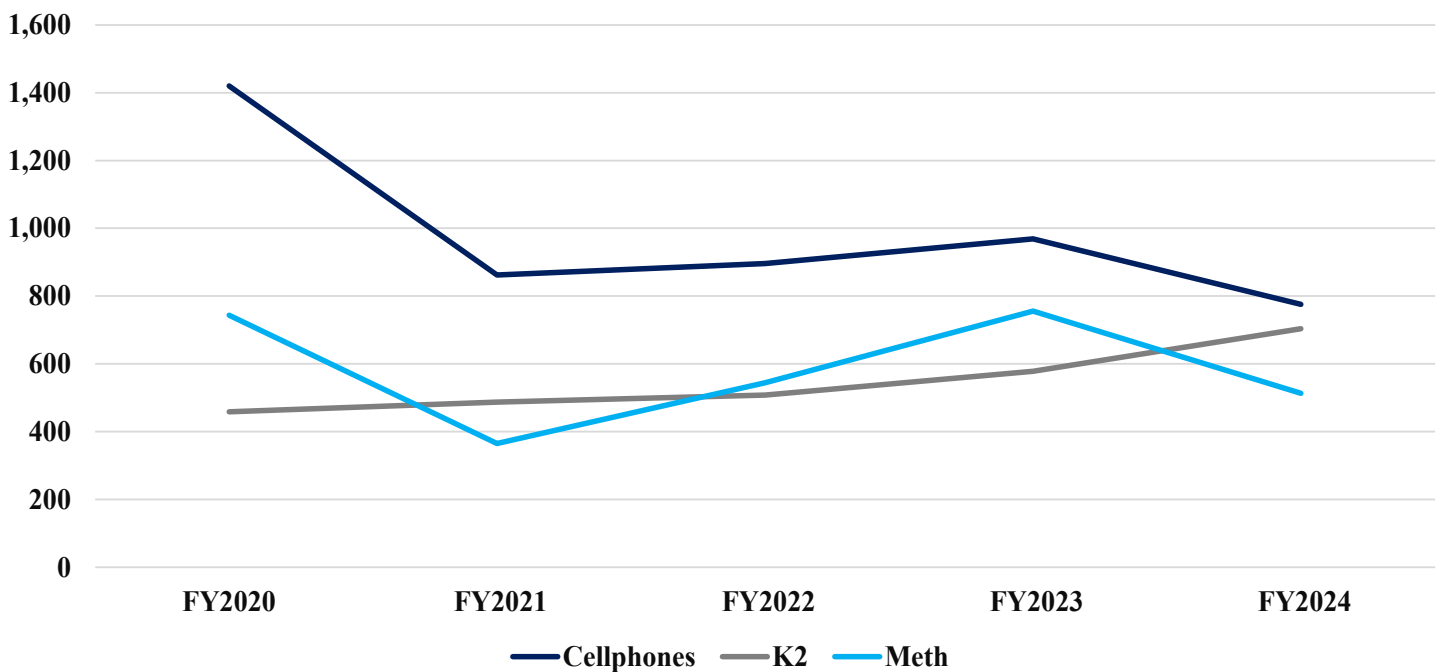
Continue to work with State and Federal Agencies to expand prosecution for crimes at facilities.

Benefits

Decreased harm and associated cost.

A safer place to live, work and visit.

Confiscated Contraband



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
- ◆ 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
- ◆ Maintain Pre-Academy on the job training program to recruit staff
- ◆ 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 multi-generational training
- ◆ Continue to promote and support professional/relevant certification opportunities
- ◆ Continue to gather and share proven techniques, program, 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 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
- ◆ 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 the turnover rate during the next five year

Strategies:

- ◆ Continue the development of training on reducing stress of correctional staff and improve employee's wellness
- ◆ Continue efforts to reduce overtime 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
- ◆ Explore Back-to-Basics Training for staff to reduce complacency in staff to promote retention

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 promotions and advancements

Performance Measure

Importance

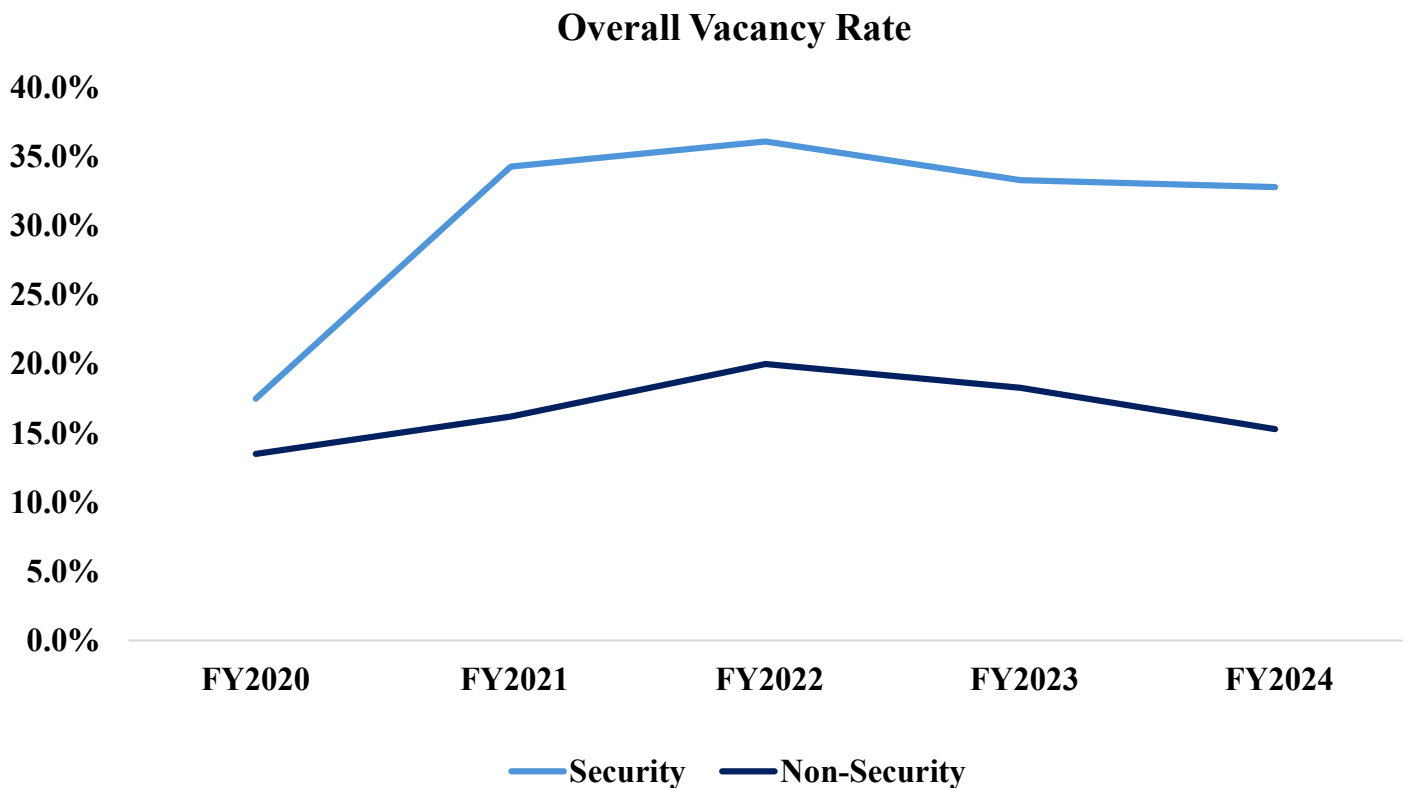
Attract and Retain Staff

Approach

Continue to identify staffing needs and deficiencies for the division.
Continue to utilize social media, job fairs and other recruitment tools.
Continue the development of training on reducing stress of correctional staff and improve employee's wellness.

Benefits

Decrease vacancy numbers
Increase employee retention



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 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
- ◆ 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 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 earn release credit/certificates
- ◆ Continue to utilize ORAS as the needs assessment tool 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
- ◆ Continue to 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/Superintendent
- ◆ 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.

Performance Measure

Importance

Provide constructive correctional opportunities to reduce misconduct

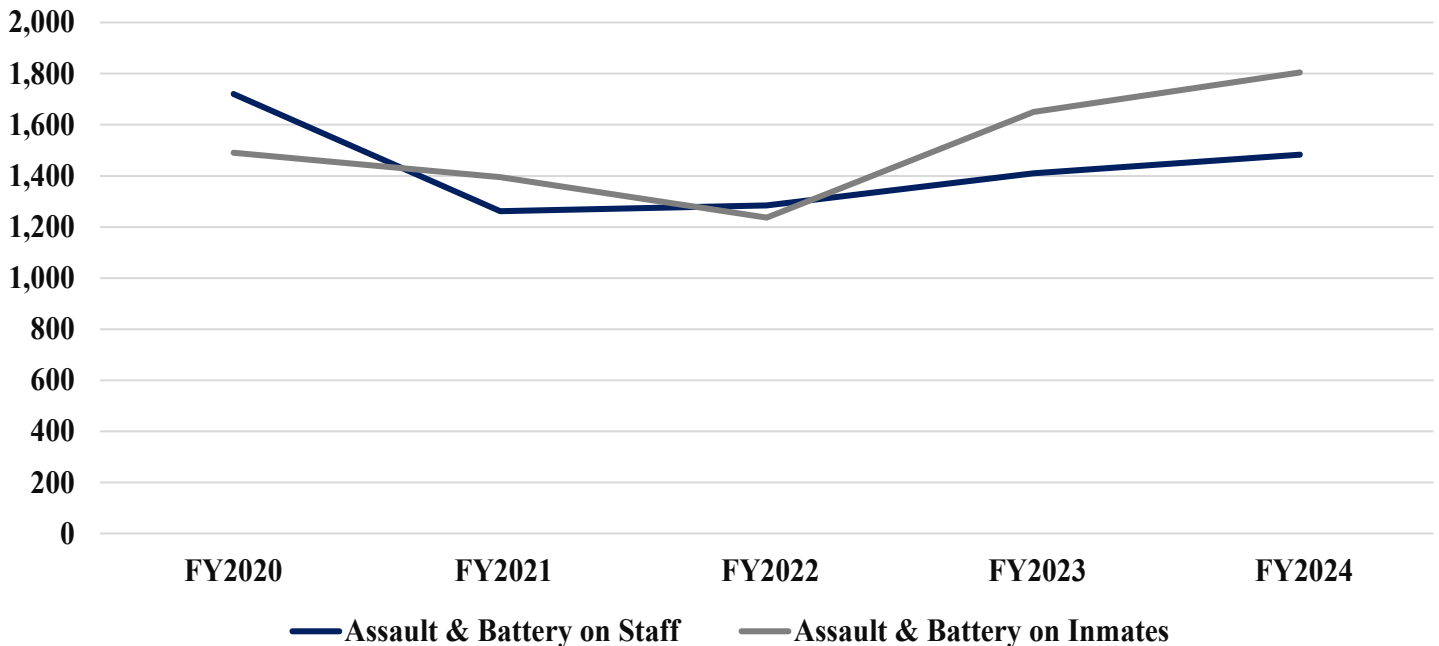
Approach

Continue classification assessments to address risk and needs areas for programming.
Reduce idleness by assigning inmates with physical limitations to meaningful work assignments, or programs.

Benefits

Improved safety
Increased employee retention
Decreased destruction and associated cost.

Assault & Battery



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/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, meeting)
- ◆ Continue to utilize and expand telehealth and on-site services
- ◆ Continue to improve security by utilizing technology to reduce contraband
- ◆ Expand the use of electronic systems during isolation rounds
- ◆ Secure W-Fi opportunities at facilities

Objective 3: Decrease county jail backlog

Strategies:

- ◆ Maximize bed use at current facilities
- ◆ Continue to work on releasing inmates from county jails when appropriate

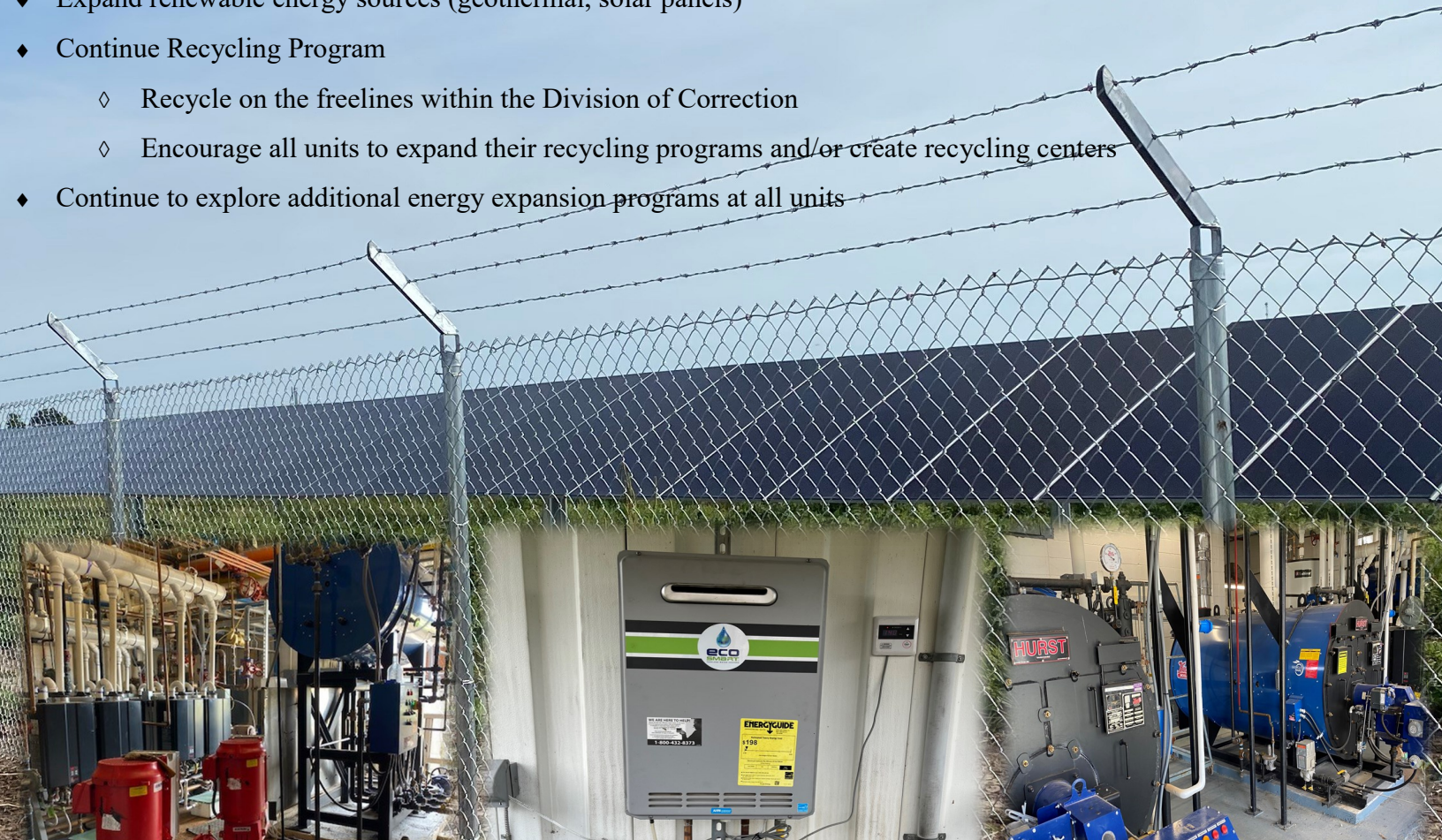


Goal 4 *(continued)*

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



Common energy efficiency projects at ADC Facilities



Performance Measure

Importance

Maintain cost-efficient care and custody of all inmates

Approach

Maximize bed use at current facilities.

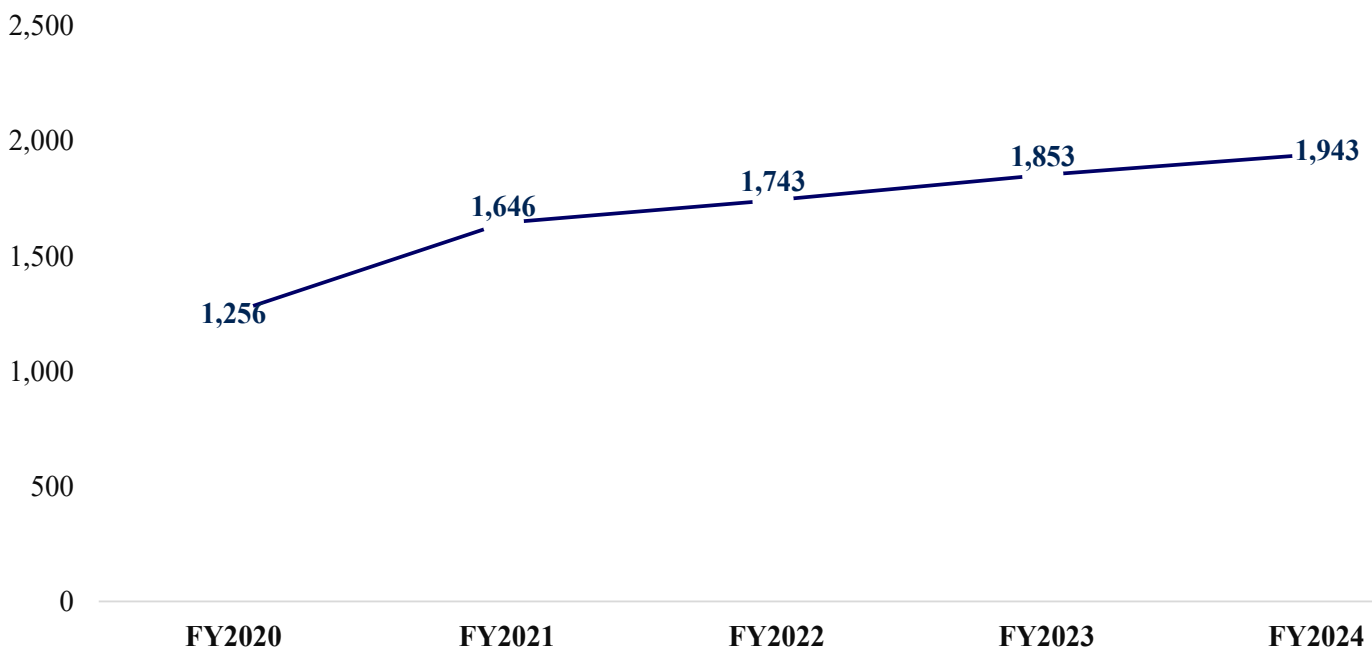
ADC alone cannot solve the issues of reentry and recidivism. Collaborate with other agencies and community-based organizations to help individuals choose to break the cycle of incarceration.

Benefits

Reduce re-offense and return rates

Lower use/cost for confinement beds

AVERAGE COUNTY JAIL BACKUP



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 assistance, 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
- ◆ Continue to place monthly Board Reports on the department website

Performance Measure

Importance

To strengthen the work ethic through teaching of good habits

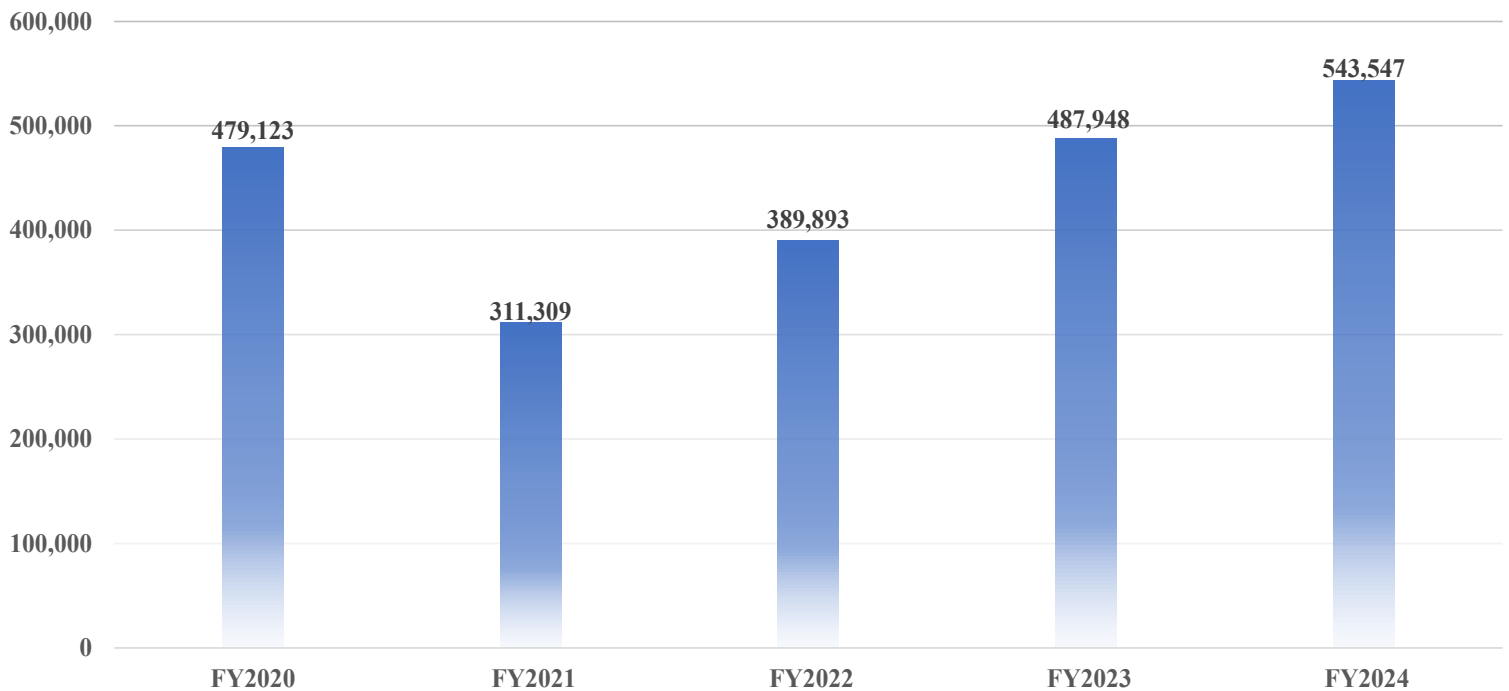
Approach

The ADC will improve public relations with community engagement.
Provide valuable help to the State of Arkansas by assisting Arkansas communities.

Benefits

Improve communication practices
Give back to society
Enhance public confidence

TOTAL REGIONAL MAINTENANCE HOURS WORKED



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 into the community

Strategies:

- ◆ All inmates will be assigned to meaningful work commensurate with their medical, mental, and security classification/restriction(s)
- ◆ Continue 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 where available
- ◆ Continue and expand job/resource 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 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 inmate 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)

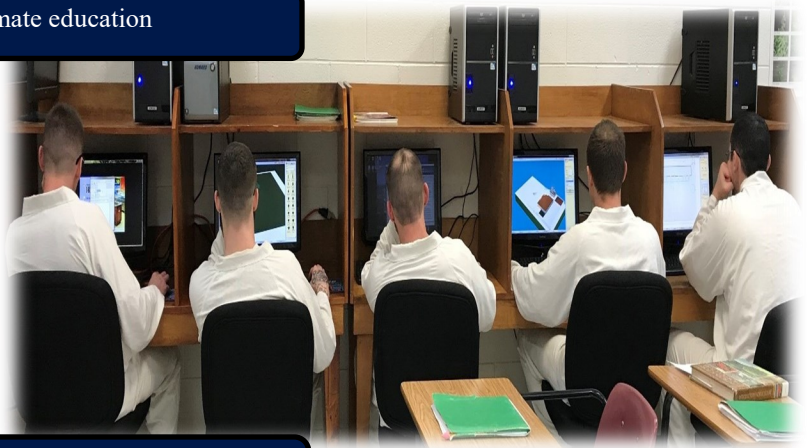
Goal 6 *(continued)*

Objective 3: Improve inmate education

Strategies:

- ◆ Work and career education assignments should enhance knowledge of skill sets
- ◆ The Division will assist in educating inmates on hard and soft job skills
- ◆ 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

Improve inmate education



Continue partnering with higher education institutions

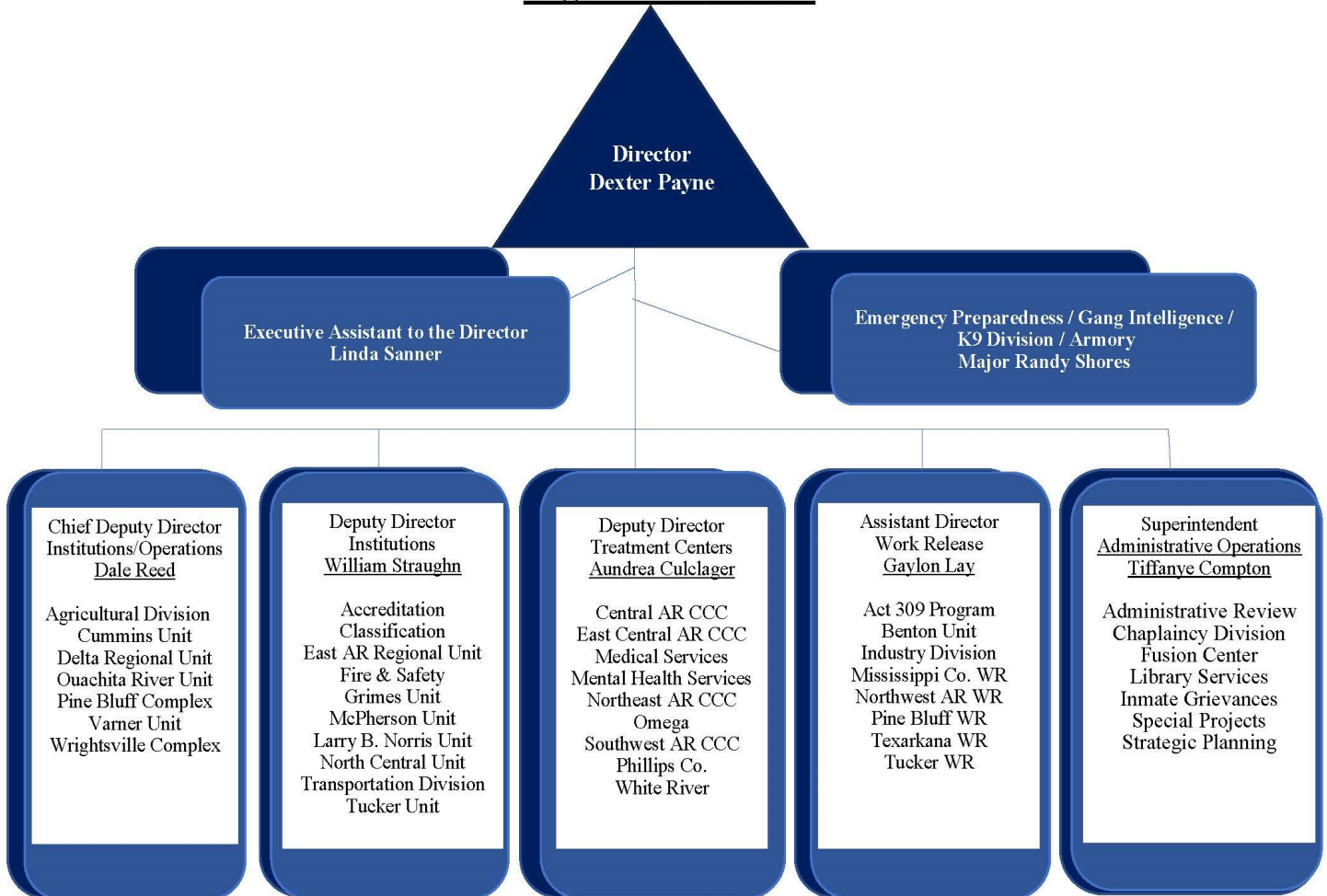


“To optimize inmate assignments in work, career, and educational programs”.



Organizational Chart

Arkansas Division of Correction Organizational Chart



10.28.2024

2024-2025 Strategic Plan Committee Members

Dexter Payne, Chair
Director

Tiffanye Compton, Co-Chair
Superintendent

M. D. Reed
Chief Deputy Director

William Straughn
Deputy Director

Aundrea Culclager
Deputy Director

Gaylon Lay
Assistant Director

Todd Ball
Superintendent

Kenneth Davis
Center Supervisor

Shelly Jones
Agency Accreditation Manager

Linda Louis
Deputy Warden

Andrew Ruh
Warden

Randy Shores
Emergency Preparedness Coordinator

James Shipman
Warden

Arkansas Division of Correction

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Reverend Tyrone Broomfield - Vice Chairman
Dr. William “Dubs” Byers - Secretary
Reverend Alonzo Jiles - Member
Ms. Lona McCastlain - Member
Mr. Brandon Tollett - Member
Mr. Lee Watson - Member
Mr. Thomas Burns - Compliance Attorney
Ms. Shari Gray - Executive Assistant to the Board

Arkansas Division of Correction Management Team

Mr. Dexter Payne - Director
Mr. M. D. Reed - Chief Deputy Director
Mr. William Straughn - Deputy Director
Ms. Aundrea Culclager - Deputy Director
Mr. Gaylon Lay - Assistant Director
Tiffanye Compton - Superintendent
Ms. Linda Sanner - Executive Assistant to the Director

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