

# Strategic Plan

## FY2010–2014

**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;
- Provide programs to strengthen the work ethic;
- Provide opportunities for spiritual, mental, and physical growth.

The Arkansas Department of Correction's 2010-2014 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 ADC facilities will maintain ACA accreditation.**

##### **Strategies:**

- Each unit will utilize ACA accreditation managers to oversee the process to maintain files and provide periodic reports to wardens and appropriate personnel
- Conduct all required training, 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 ARs, ADs, and unit policies will be reviewed annually and modified/updated when necessary to comply with ACA standards

#### **Objective 2: Each facility will reduce serious incidents as defined by 10% over the next five calendar years.**

##### **Strategies:**

- Complete annual security audits at each facility
- Conduct annual system wide vulnerability study as part of the emergency preparedness plan
- 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
- Maintain full staffing levels at each facility
- Appropriate reviews will be conducted for all serious incidents
- Maintain training of all correctional staff on recognition of physical and mental illness and suicide prevention
- Assure appropriate use of hard beds by conducting 60 day reviews by Wardens, annual review of Administrative Segregation assignments by the Director/Chief Deputy Director; Mental Health and all entities will work together to eliminate "turf" issues; reviews conducted by policy
- Review/Revise initial assignment policy to include mental health evaluations for appropriate placement



Mike Beebe - Governor

Larry B. Norris - Director

Benny Magness - Chair,  
Board of Corrections

**Objective 3: Inmate grievances with merit will be reduced by 10% 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, 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, location and topic of complaint
- Evaluate the effectiveness of the grievance process
- Designate a grievance officer at each unit

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

**Strategies:**

- Install a lethal electrified fence at all appropriate medium/maximum security facilities
- Enhance eOMIS to include a module incorporating biometrics/RFID 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
- Develop and conduct appropriate emergency drills dealing with escape situations, e.g., emergency counts, searches, etc.
- Each facility will develop a plan to prevent complacency among security and non-security staff, including training on back to basics
- Monitor and support cell phone jamming legislation and other applicable technology to enhance security operations
- Vulnerability study will be conducted to include evaluation of physical plants, policies, and operational issues

**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 possible bulk purchasing of food products from one source to leverage purchasing power.
- Improve coordination to increase efficiency in overall ADC transportation and delivery systems
- Implement quarterly allotment systems for control of unit/section budget expenditures
- Budget saving incentives will be pursued
- Maintain 98% occupancy of the budgeted medical contract beds
- No more than 1% of ADC beds will be vacant daily
- Work with DCC/Parole Board to facilitate the timely release of inmates at the earliest possible date and prepare a quarterly report on program non-completions for the Parole Board
- Assess all inmates at intake and facilitate placement in programs at the earliest possible date
- Implement video conferencing/telemedicine at units where economically feasible
- Operate a "common fare" kitchen
- Continue moving toward providing a heart healthy diet and a heart healthy selection of snacks in the unit commissaries to reduce medical costs
- Develop a strategic energy plan pursuant to EO 09-07 and continue to pursue implementation of energy efficiencies to reduce utility costs



*“Escapes from  
secure  
institutions will  
be zero (0)”*



*“Budget saving  
incentives will be  
pursued”*

**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 efficiency and effectiveness of agency safety, security and overall business operations
- ADC's eOMIS is crucial to Institutional Operations, providing an 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. This would include an entrance monitoring component
- A Help Desk will be maintained to provide immediate desktop support assistance for all users and a Work Ticket System will be maintained to log and address repair needs on a priority basis
- IT will assess all facilities, develop and implement a plan 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 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
- Plans for any new facility construction or major facility renovation will include planning for IT infrastructure needs and additional IT/eOMIS 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
- Maintain ADC policies on agency intranet
- Pursue digital archive



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*“Backup of state inmates in county jails will be managed effectively”*

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**Second Agency Goal**

To provide appropriate facilities for inmates sentenced by the courts.

**Objective 1: Backup of state inmates in county jails will be managed effectively.**

**Strategies:**

- Research and Planning Section will provide monthly population growth projections to management for use in seeking additional bed space needed to meet Objective
- 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 to meet requirements
- Support diversion of drug offenders to alternative treatment facilities
- Support transitional housing efforts to assist in release of inmates with no parole plan
- Work with state leadership to develop sentencing alternatives to divert non-violent offenders to appropriate community programs thereby reducing the number of people sentenced to prison, e.g., drug courts, mental health courts, work programs



## **Second Agency Goal - Strategies (Contd.)**

- Support revision of sentencing standards to reduce as may be appropriate the length of time served for various offenses
- Intake will continue to fast track inmates housed in county jails that are eligible for parole
- Conduct an assessment of what is needed to assist eligible inmates in the development of parole plans for release at the earliest possible date
- Support community coalitions in their effort to provide re-entry resources for inmates (Out-4-Life, etc.)

### **Objective 2: Construct a cost effective facility for housing of special needs inmates by end of calendar year 2011.**

#### **Strategies:**

- Use Construction Division resources to construct Special Needs Unit (SNU) utilizing inmate labor
- Free-world construction of an expanded special needs unit for females
- Secure operational funding for SNU for opening beds upon completion of construction phases

### **Objective 3: Review and fully implement requirements of the federal Prison Rape Elimination Act (PREA) including maintaining a policy of zero sexual assaults in the system.**

#### **Strategies:**

- Internal committee will meet on a regular and ongoing 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/recording 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 in prison
- 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 Internal Affairs Division
- Develop programs to educate inmates on sexual abuse prevention and reporting
- Coordinate with local law enforcement and prosecutors to obtain successful prosecution of sexual assaults in facilities
- Review and provide input to the DOJ on draft PREA standards to include a study of budget costs for recommendations

## **Third Agency Goal**

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

### **Objective 1: Improve risk and needs assessment processes to identify appropriate work/treatment programs placement needs of inmates.**

#### **Strategies:**

- Establish an agency-wide plan of priority needs for consideration in work/treatment placement opportunities



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*“Review and fully implement requirements of the federal Prison Rape Elimination Act (PREA) including maintaining a policy of zero sexual assaults in the system”*

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### **Third Agency Goal - Strategies (Contd.)**

- 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
- 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 risk assessment tool in eOMIS for appropriate placement of inmates
- Continue utilization of needs assessment tool and integration as an eOMIS module

#### **Objective 2: Provide pre-release opportunities that assist inmates in successfully re- turning to the community.**

##### **Strategies:**

- Maintain ongoing evaluation of pre-release programming
- Provide pre-release programs to eligible inmates based on needs assessment to include a mini program for those released from Administrative Segregation
- Seek good-time credit for inmates who complete the ADC sponsored pre-release program
- Continue contract with IFI for operation of a faith-based program at the Hawkins and Tucker Units
- Cooperate with DCC to establish employment and housing opportunities for reintegration into the community
- Encourage Faith-Based and other community organizations/coalitions to establish mentoring programs for newly released inmates
- Provide inmates certificates of accomplishments upon release
- Provide method of releasing inmates with state DL's/ID's

#### **Objective 3: Provide adequate treatment space/opportunities for inmates as identified by diagnostic needs assessment.**

##### **Strategies:**

- Provide and continue available treatment space at facilities as needed
- Provide treatment opportunities for inmates with limited English proficiency
- RSVP program operates sufficient number of beds to admit referrals in a timely manner
- Cooperate with DCC to work with community providers to identify treatment/program opportunities available upon release in lieu of treatment within an institution

#### **Objective 4: Improve data collection processes within each work/treatment program to determine successful integration to the community.**

##### **Strategies:**

- Expand plans to conduct outcome evaluation processes for individual work and treatment programs
- Conduct semi-annual recidivism studies to include applicable evaluations
- Explore working with DCC to conduct assessment of inmates not returning to prison to determine programs that may contribute to a successful return to the community
- Identify enhancements in eOMIS to facilitate data collection and recidivism studies



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### **Third Agency Goal - Strategies (Contd.)**

**Objective 5: Work programs will focus on enhancement/development of inmate work ethics, skills, and opportunities for employment upon release.**

**Strategies:**

- All inmates will be assigned to meaningful work commensurate with their medical, mental, and security classification
- Establish certifications for skilled work programs – Farm, Industry, Construction, etc.
- Expand Prison Industry Enhancement programs
- Expand Work Release opportunities when appropriate
- Coordinate with community workforce development agencies to identify skilled work program needs for vocational education



### **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 needs assessments for program placement requirements.**

**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
- Evaluate agency needs for special skill inmates and assign inmates to appropriate Institutions
- Agency will establish a critical priority list for placement of trustee inmates
- Continue to evaluate and revise agency policies on inmate placement as may be necessary
- Evaluate personnel and facility enhancements that would enable placement of higher security inmates in expanded work settings

**Objective 2: Provide incentives for positive behavior in work settings.**

**Strategies:**

- Expand character-building programs for inmates to enhance the work ethic
- Opportunities for assignment to work programs for additional classification of inmates not otherwise eligible
- Seek funding to provide enhanced housing and opportunities for inmates employed in critical agency work assignments

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

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### **Fifth Agency Goal**

To attract and retain quality staff.

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

**Strategies:**

- Seek market level increases in salaries, benefits, and other incentives, to include MIPS, Career Service, educational incentives, sign on bonuses, transportation and cover the employee cost of Health Insurance



## **Fifth Agency Goal - Strategies (Contd.)**

- Increase career track opportunities to include Executive Mentoring program
- Develop incentives that would provide greater job satisfaction to include enhancement of job duties
- Review past Quality Management Team recommendations involving recruitment and retention
- Improve 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
- Implement in-service training program on stress



### **Objective 2: To attract, recruit, and retain non-security and professional personnel.**

#### **Strategies:**

- Pursue agency authority (special language) to establish labor-market entry rates for positions where we can demonstrate high turnover or difficulty in recruitment or specialized knowledge
- Redesign the hiring process for specialized positions
- Provide resources for national recruitment for specialized positions
- Seek resources/authority for sign-on bonuses/incentives for professional staff
- Develop a plan to utilize existing professional staff to assist in agency recruitment and retention efforts
- Enhance educational opportunities for staff
- Develop internship programs for specialized/professional staff (internal/external)
- Seek expanded onsite housing for professional staff
- Establish a Correctional Officer Provisional Certification program

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

#### **Strategies:**

- Seek changes in hiring procedures to enable applicants to be pre-qualified to fill open positions or be maintained in an applicant pool
- Enhance BCOT and in-service training opportunities to ensure adequate classes for all personnel
- Continue recruitment of former ADC employees
- Continue the pool of qualified applicants for part-time employment
- Redesign and evaluate the pre-qualification process to ensure that qualified applicants are not eliminated
- Follow up on State Pay Plan Study for positions and consider changes as needed to enhance hiring of professional/specialized staff

### **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 at each unit/location to provide monthly character quality initiatives to all ADC employees

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*“To attract,  
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### **Fifth Agency Goal - Strategies (Contd.)**

- The Legends Auditorium recognizes ADC history and personnel that 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, educational 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

### **Objective 5: Locate new units in areas with a sufficient labor pool.**

#### **Strategies:**

- Seek funding for construction of a new facility
- 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, and Administrative Directives, and to promote accountability, integrity and efficiency for all agency operations.

### **Objective 1: Provide a system of internal review by the agency.**

#### **Strategies:**

- Internal Affairs Division will investigate allegations of law and/or policy violations
- Internal Auditor will investigate any irregularities in use of agency funds and equipment
- Administrative Services staff will conduct annual and quarterly risk assessments of fiscal and human resources processes of the various units and offices as staff and time permit

### **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:**

- Administrative Services will coordinate the development and update of the ADC risk assessment plan for all ADC operational segments
- ADC will seek increases in internal audit staff to ensure requirements of state and national auditing standards are met and appropriately identified in the ADC risk assessment plan

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