

# Strategic Plan

## FY2011–2015

**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 2011-2015 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 and document attendance and subject matter on 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
- Notify Board Members of scheduled ACA audits and report at subsequent Board Meetings

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

#### **Strategies:**

- Complete annual security audits at all facilities
- 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
- Achieve and maintain full staffing levels at each facility
- Review of serious incidents will be conducted as referred by the director
- Maintain training of all correctional staff on recognition of physical/mental illnesses 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 will review Supermax placements; and all entities will work together to eliminate "turf" issues



Mike Beebe - Governor

Ray Hobbs - Director

Benny Magness - Chair,  
Board of Corrections

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

- Review/Revise initial assignment policy to include mental health evaluations for appropriate placement
- Develop and maintain a digital archival system for maintaining videos of pertinent records and incidents
- Security task force will meet weekly to facilitate investigations and intelligence gathering—Internal Fusion Center
- Establish a Fusion Response Center with the objective of providing an integrated, multi-discipline, and operational/crisis response capability via the collection, analysis, and dissemination of information in a timely manner in order to prevent illegal activity

**Objective 3: The rate of Inmate grievances with merit will be reduced 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
- Monitor and evaluate the effectiveness of the grievance process to reduce grievances
- Designate a grievance officer at each unit
- Wardens and designated staff will stand mainline

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

### **Strategies:**

- Install and maintain lethal electrified fences at all appropriate medium/maximum facilities
- Enhance eOMIS to include a module incorporating biometrics 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
- Pursue acquisition of technology to eliminate cell phones in institutions
- Staff, responsible for supervising inmates without security present, will attend BCOT

**Objective 5: Cost per day per inmate as calculated by ADC's standard methodology will not exceed the annual growth of the total consumer price index.**

### **Strategies:**

- Pursue increases in warehouse and food storage space to take advantage of lower prices for bulk purchases
- 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



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



*“Budget saving  
incentives will be  
pursued”*

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

- Establish a coordinating committee to 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 with priority placed on parole mandates
- Implement OHIO risk assessment tool to ensure appropriate program placement of inmates
- Implement video conferencing/telemedicine at units where it is most cost efficient
- Evaluate Health Care contract requirements on cost saving measures for upcoming bid
- Pursue Medicaid reimbursement for inmate hospital stays as allowable for inmates
- Operate a “common fare” kitchen
- Reduce medical costs by continuing the move toward providing a heart healthy diet and a heart healthy selection of snacks in the unit commissaries
- Develop a strategic energy plan pursuant to EO 09-07
- Reduce food transportation costs by exploring one source food purchase for drop shipments
- Provide fresh vegetables by maintaining and expanding satellite gardens where possible

**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
- 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 ADC facilities as needed, 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 assessing IT infrastructure needs and additional IT support staff, as appropriate



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

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

- 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

## **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 as needed
- The Construction Division, under direction of the ADC Management Team, will annually develop a plan for the construction of additional and appropriate, male/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
- Provide support for Bed Space Committee established by Board of Corrections

### **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
- Secure operational funding for SNU to open 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 the 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



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

- 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 on proposed PREA standards

**Objective 4: Seek funding for expansion and operation of McPherson Unit housing for female special needs population to include administrative segregation, special programs, and punitive isolation.**

## **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
- 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
- Monitor parent unit assignments

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

### **Strategies:**

- Maintain ongoing evaluation of pre-release programming
- Expand existing pre-release programs to all major units for inmates based on needs assessment, including a mini program for those released from Administrative Segregation
- Continue contract with IFI for operation of a faith-based program at the Hawkins Center
- Cooperate with DCC to establish employment and housing opportunities for reintegration into the community
- Encourage Faith-Based and other community organizations to establish mentoring programs for newly released inmates

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



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*“Provide adequate treatment Space/ opportunities for inmates as identified by diagnostic needs assessment”*

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

#### **Strategies:**

- Provide and continue available treatment space at facilities as needed
- Operate sufficient number of beds for RSVP program 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 annual recidivism studies to include applicable evaluations
- Explore working with DCC, UALR, or other researchers to conduct assessments 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

#### **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
- Support expansion of WAGE program to all units
- Continue and expand job/resource fair programs at appropriate units

### **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:**

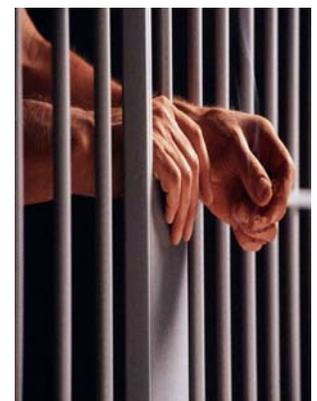
- All Institutions, Farm Division, Industry Division, Construction Division, Warehouse Operations and Administrative Divisions will prepare an inmate staffing plan that will specify number of inmate assignments required at specific locations and specific skill requirements
- Evaluate agency needs for 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



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

- Evaluate personnel and facility enhancements that would enable placement of higher security inmates in expanded work settings
- Explore RFID/Electronic Monitoring/other technology options for placement of higher risk inmates in work assignments

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

#### **Strategies:**

- Expand character-building programs for inmates to enhance the work ethic
- Providing opportunities for assignment to work programs for additional classification of inmates not currently eligible
- Seek funding to provide enhanced housing and opportunities for inmates employed in critical agency work assignments
- Provide training to staff on motivational interviewing, to improve interaction with inmates



## **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 and payment of all banked comp time as it is earned
- Increase career track opportunities to include Mentoring and Career planning program
- Develop incentives that would provide greater job satisfaction to include enhancement of job duties
- Implement Quality Management Team study on reducing stress of correctional staff
- 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 an in-service training on stress

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

#### **Strategies:**

- Maintain agency authority through pay plan provisions for labor-market entry rates for positions where we demonstrate high turnover or difficulty in recruitment or where specialized knowledge is required
- Continue to evaluate the hiring process for specialized positions
- Provide resources for national recruitment for specialized positions
- Utilize existing professional staff to assist in agency recruitment and retention efforts
- Enhance educational opportunities for staff
- Continue internship programs for specialized/professional staff (internal/external)

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

- 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:**

- Develop and maintain an automated tracking system of qualified applicants for all positions
- 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 referred to available open positions

### **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
- Enhance BCOT and in-service training opportunities to ensure adequate classes for all personnel
- 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 will continue recognition and reward programs

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

#### **Strategies:**

- Both the seeking of funding for new facilities and the RFP process for selection of 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.**



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*“ADC staff are highly trained, motivated and dedicated to providing honor and integrity in public service”*

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

### **Strategies:**

- Internal Affairs Division will investigate allegations of law and/or policy violations
- Internal Auditor will investigate any irregularities in use of agency funds
- ADC Internal Audit will conduct annual and quarterly risk assessments of fiscal and human resources processes of the various units and offices as staff and time permit
- Management team will continue to monitor and evaluate all ADC policies

### **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:**

- ADC Internal Audit 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

**It's on the web at  
<http://www.arkansas.gov/doc/>**



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