Arkansas Department of Correction

Strategic Plan

FY2016—2020

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;
- Strengthen the work ethic through teaching of good habits;
- Provide opportunities for staff and inmates to improve spiritually, mental, and physically.

The Arkansas Department of Correction's 2016-202020 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 and custody of all inmates.

Objective 1: Reduce Cost

Strategies:

- Identify each cost center and evaluate with zero based budgeting.
- Identify, approach and train additional volunteers.
- Maximize use of volunteers.
- Continue to reduce staff overtime by filling vacancies.
- Retain current employees to reduce training cost.
- Approach criminal justice programs and offer to lecture or present on correctional career opportunities.
- Include offers to present at career days.
- Revise and standardize the FTO/mentoring program after BCOT.

Objective 2: Better Utilize Technology

Strategies:

- Explore additional options once video visitation is implemented (medical consults, college classes for inmates, court appearances, claims commission, and parole board).
- Continue to send a letter to the courts to inform them of video availability as we get pick up orders; will review and add contact person.
- Switch over to Real Presence for better quality.

Objective 3: Reduce Energy Cost & Usage

Strategies:

- Continue implementation of agency strategic energy plan pursuant to Executive Order 09-07 (EO 09-07).
- Continue to replace outdated equipment with newer energy-efficient equipment.

Asa Hutchinson - Governor

Wendy Kelley - Director

M. D. Reed
Chief Deputy Director

First Agency Goal: Strategies (Continued)

- Expand construction efforts that incorporate energy-saving elements.
- Explore renewable energy sources (Geothermal, Solar Panels, etc.)
- Expand recycling program
  - Recycle on the freelines within ADC.
  - Encourage all units to expand their recycling programs and/or create recycling centers.
  - Continue waste recycling coordinator at each facility in order to implement and coordinate recycling efforts.

Second Agency Goal

To provide appropriate facilities for inmates sentenced by the courts.

Objective 1: Prevent Escapes

Strategies:

- Maintain increased visits to work-release job sites.
- Increase visits to Act 309 programs by utilizing unit staff trained by 309 Coordinator.
- Continue annual security audits at all facilities.
- Security Audits will include entrance building and sallyport operations and procedures.

Objective 2: All Facilities will be Safe and Secure

"All Facilities will be Safe and Secure"

Strategies:

- Continue to enhance contraband interdiction efforts at all facilities.
- Quarterly mass searches at a facility with ERT and field staff.
- Eliminate remaining blind spots in each facility.
- Continue drills with all staff responding to Inmate/Staff emergencies.
- Continue unit monthly vulnerability assessments program to detect vulnerable areas before incidents occur with copies to the Warden, Deputy Director, and Department EPC.
- Continue the use of software to detect patterns in incident occurrences to ensure good security practices are being administered throughout ADC facilities.
- Continue to seek funding 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.
- Continue to identify and track high-risk offenders and potential victims.
- Expand use of staff protective vests.

Objective 3: Decrease County Jail Backlog

Strategies:

- Maximize use of current facilities.
- Establish and encourage programs to reduce recidivism.

Objective 4: Improve ACA Process

Strategies:

- Continue to move forward with electronic files for ACA.
- Continue all required training and document attendance and subject matter on self-audit drills, safety meetings, etc., at each facility to ensure compliance.

Second Agency Goal: Strategies (continued)

- All security, fire/safety, and ACA annual reports and audits of each unit and corrective action plans shall be reviewed as part of the Warden's annual performance evaluation.
- Explore cost savings by scheduling back-to-back audits with ACC Centers.

Third Agency Goal

To provide constructive correctional opportunities that will help inmates successfully return to their communities.

Objective 1: Reduce Misconduct

Strategies:

- Reduce idleness by assigning inmates with physical limitations to meaningful work assignments or programs. Programs should include the use of workbooks and certificates.
- Motivate participation in programs and work assignments by offering incentives such as good time/certificates, etc.
- Continue the social histories and assessments of all inmates at intake and facilitate placement in programs at the earliest possible date.
- Maintain on-going evaluation of programming to ensure program is evidence-based.

Objective 2: Lower Recidivism

Strategies:

- Improve Re-Entry planning.
  - Continue to ensure the inmates have re-entry plans at least 120 days before release (Classification).
  - Continue to help inmates focus on re-entry planning by assigning them to re-entry accountability coaches who will complete report cards on inmates' progress.
- Expand education opportunities via online classes and use of tablets.
- Require specific goals for inmates as part of re-entry planning.
- Seek and identify community support.
- Continue to improve use of re-entry barracks at facilities.

"To provide constructive correctional opportunities that will help inmates successfully return to their communities"

Objective 3: Improve Inmate Health

Strategies:

- Continue to utilize community mental health services.
- Expand education about nutrition.
- Encourage lifestyle changes by expanding recreational opportunities.
- Continue training of all correctional staff on recognition of physical and mental illness and suicide prevention.
- Continue providing a heart-healthy diet and a heart-healthy selection of snacks in the unit commissaries.
- Provide opportunity for mental health certification to staff working in RPU.

Objective 4: Decrease Administrative Segregation and Isolation Populations

Strategies:

- Provide opportunities for inmates to work into a step-down program with mental health or tablet pilots.
- Use disincentives to encourage inmates to return to general population.

Third Agency Goal Strategies (continued)

- Mental Health will continue to review Super Max placements and bring any concerns to the Warden.
- Continue to ensure segregation of inmates with a history of sexual assault in prison as appropriate.
- Review formalizing a punitive reduction policy.
- Inmates shall not be released from restrictive housing to the community without prior notice to the Chief Deputy Director.

Objective 5: Improve data collection processes within each re-entry work/treatment program to determine successful integration into the community.

Strategies:

- Expand plans to ensure evidence-based outcomes for individual work and treatment programs.
- Continue annual recidivism studies to include expansion of program evaluations.
- Identify enhancements in eOMIS to facilitate data collection and recidivism studies.

Fourth Agency Goal

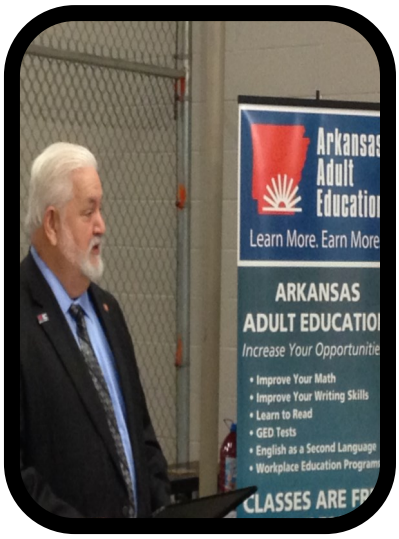
To optimize inmate assignments in work programs.

"Work programs will focus on enhancement/ development of inmate work ethics, skills and opportunities for employment upon re-entry"

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

Strategies:

- All inmates will be assigned to meaningful work commensurate with their medical, mental, and security classification/restriction(s).
- Train staff to update the inmates' skills profile in eOMIS with work skills and certifications.
- Continue certifications for skilled work programs—Farm, Industry, Construction, Vo-Tech, etc. (boiler, water, plumbing, HVAC, wastewater, auto, electrical).
- Continue and expand Prison Industry Enhancement Programs.
- Expand work-release opportunities when appropriate.
- Support expansion of WAGE (Work Force Alliance for Growth and Economy) Program and workshops to all units.
- Work with Work Force Alliance to provide quarterly workshops on work skills.
- Continue and expand job/resource fair programs at appropriate units.
- Evaluate personnel and facility enhancements that would enable placement of higher security inmates in expanded work opportunities.
- Encourage faith-based and other community organizations to establish mentoring programs for re-entry inmates.
- Continue to update the re-entry tab and program descriptions on ADC's website for community resources.



Objective 2: Reduce Inmate Grievances

Strategies:

- Continue staff training on Department Policies to guide inmates.
- Strengthen classification of inmates for placement in meaningful jobs.
- Better communication with inmates should decrease grievances such as monthly notices and training on communication techniques.
- Review and improve safety procedures.

Fourth Agency Goal (continued)

Objective 3: Improve Inmate Education

Strategies:

- Work and vocational assignments should enhance knowledge of skill sets.
- Industry and regulatory trainers from the free world will assist in educating the inmates on job skills.
- Continue programs to educate inmates and staff on sexual abuse prevention and reporting.
- Coordinate with community workforce development agencies to identify skilled work program needs for vocational education.

Fifth Agency Goal

To attract and retain quality staff.

Objective 1: Create a Succession Plan

Strategies:

- Identify staffing needs for the agency.
- Attract, recruit and retain staff.
- Identify mentors and individuals in the agency.
- Continue mentoring program for Deputy Wardens and expand to new supervisors and FTOs.
- Create a plan for promotion/advancement.
- Establish steps necessary for each position to advance.
- Maintain agency authority through pay plan provisions for labor-market entry rates for positions where we can demonstrate high turnover or difficulty in recruitment.
- 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.
- Continue to enhance educational 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.
- Allow training credit for approved continuing educational hours.

"To attract and retain quality staff"

Objective 2: Enhance Training

Strategies:

- Review current training.
- Optimize utilization of eCADEMY.
- Evaluate needs, changing trends and programs. Reinstate generational gap for supervisors.
- Encourage employees to earn national/state certifications.
- Identify and evaluate non-traditional training resources.
- Gather and share proven techniques, programs and strategies from other jurisdictions.
- Training Committee will continue the comprehensive training plan to provide a CORPS - Culture of Respect, Professionalism, and Service Principles that includes components aimed at reducing assaults on staff and use-of-force incidents to make facilities safer for staff and inmates. Components include the disciplines of Creating Credibility, Advanced Communication Skills, Managing the Motive, and Correctional Security Basics.
- Continue the training for staff to recognize signs of potential PREA situations before they happen.

Fifth Agency Goal - (continued)

- Continue to provide training to staff on motivational interviewing to improve interaction with inmates.
- Expand and advertise opportunities for professional certification for staff.

Objective 3: Improve Educational Opportunities

Strategies:
- Educational incentive for higher education that is applicable to corrections.
- Continue/enhance Management Level training.
- Implement flex scheduling for staff while they are enrolled in college courses.
- Improve and pay for training over and beyond mandatory training certifications.
- Encourage employees to share what they learn at training and/or conferences.

Objective 4: Maintain annual turnover of correctional officers to 20% or below over the next five years.

Strategies:
- Develop incentives that would provide greater job satisfaction to include enhancement of job duties.
- Continue the development of training on reducing stress of correctional staff.
- Continue screening of correctional personnel prior to employment.
- Training Committee will provide ongoing assessment of ADC Training Programs with emphasis on recruitment and retention.
- Continue efforts to evaluate and implement flex scheduling for security staff to ensure the straight (gap) time is minimized to the extent possible.

"Improve Educational Opportunities"

Objective 5: 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.
- Encourage and enhance opportunities for ADC employees to participate in activities that promote wellness, teamwork, community involvement, educational opportunities, etc.
- ADC Employee Corporations will be encouraged to continue recognition and reward programs.
- Supervisors should encourage and refer employees to the EAP (Employment Assistance Program) at the onset of a problem.
- Agency supports and annual Pinnacle Awards Program to recognize excellence.
- Search for additional methods of communicating policies and changes to staff at all levels.

Sixth Agency Goal

Transparency

Objective 1: Improve Accountability

Strategies:
- Identify and justify the cost of regional maintenance.
- Identify the elements of our cost.
- Post ADC contracts to ADC website.

Sixth Agency Goal - (Contd.)

Objective 2: Improve Relationships with Law Enforcement

Strategies:

- Explain our rules, processes and costs to Prosecuting Attorneys, Sheriffs, Police Chiefs, US Marshalls, State Police, Fusion Center, FBI, Jail Administrators, Federal Probation, Parole Board, ACC and Circuit Judges.
- Continue to offer instructors and training to the law enforcement community.
- Continue to conduct emergency drills with other law enforcement and first responder agencies throughout the state to deal with escapes and other emergencies. Expand this to all facilities.

Objective 3: Improve Public Relations

Strategies:

- Explain our rules, processes and costs to legislators, stakeholders and media.
- Invite legislators and media to tour units for specific events.

Objective 4: Educate the Public

Strategies:

- Improve website content.
- Continue to offer civic groups and schools the opportunity to utilize our inmate panels.
- Explain the effects of sentencing guidelines on the prison system to the sentencing commission.

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