

# ARKANSAS DEPARTMENT OF COMMUNITY CORRECTION (ACC)

FY 2018 – FY 2019 STRATEGIC PLAN

**MISSION:** To enhance public safety by enforcing state laws and court mandates through community partnerships and evidence-based programs that are cost efficient and hold offenders accountable while engaging them in opportunities to become law-abiding, productive citizens.

**VISION:** Public Safety is paramount in our supervision, sanctions and services that facilitate positive change in offenders.

## CORE VALUES:

- Accountability – We accept responsibility and consequences for our actions.
- Integrity – We exhibit professional conduct with the highest ethical standards.
- Honor – We serve the public in a manner that exhibits good qualities and character.
- Justice – We employ equitable processes ensuring fair outcomes that promote public safety.
- Loyalty – We support and show allegiance to the ACC mission, goals and objectives.
- Duty – We fulfill the responsibilities of our jobs in accordance with laws, policies, and procedures.
- Teamwork – We work together as “one team” for the success of the agency.
- Efficiency – We provide services through innovative technology solutions and work to leverage community and private partnerships to enhance public safety efforts

**GOAL 1.** Use of appropriate and effective supervision of adult offenders and evidence-based sanctions and incentives promote public safety and reduce recidivism.

***ACC Goal 1 Aligns with Strategy of Arkansas Goals: Safe, Quality of Life, and Healthy***

**Measurable Objective 1:** To provide evidence-based, non-residential community supervision and services to all offenders ordered to ACC supervision.

**Strategy 1:** ACC will seek positions and resources to ensure that officer and treatment staff caseloads will be comparable to a nationally accepted standard.

- Strategy 2: ACC will maintain and update as necessary a comprehensive Parole and Probation Services manual.
- Strategy 3: The Parole and Probation Officer Academy will provide officers essential and exceptional training for effective supervision and officer safety
- Strategy 4: Treatment staff will be credentialed or work towards credentialing under the supervision of a clinical supervisor.
- Strategy 5: Comprehensive staff development will include motivational interviewing, coaching and situational training skills and other competencies as recommended by best practices.
- Strategy 6: Institutional Release Services will identify when an offender is eligible for parole consideration, schedule the offender for a parole hearing/screening and assist in the release of those offenders approved by the Arkansas Parole Board.
- Strategy 7: ACC will use a validated risk and needs assessment tool to set an offender's supervision intensity or to place an offender into a program such as a specialty court. Additionally, offenders being considered for treatment related to substance use—whether through ACC programming or through a specialty court—will be clinically assessed using a validated tool to determine the existence or severity of a substance abuse disorder.
- Strategy 8: ACC will establish and maintain a continuum of intense non-residential, community-based sanctions, programs, treatment and services necessary to effectively address behavioral problems, risks and needs of offenders under community supervision.
- Strategy 9: ACC will utilize and update as necessary a validated Offender Violation Guide (OVG) to respond promptly, uniformly and appropriately to offender violations and to target supervision and resources to offenders who have a higher risk of reoffending.
- Strategy 10: ACC will utilize Case Management best practices to develop supervision plans, ensure conditions of supervision are met and make appropriate referrals to help offenders succeed.
- Strategy 11: ACC will cooperate with and provide information in the enactment of legislative sentencing options that facilitate public safety and enable appropriate non-violent offenders to remain in the community.
- Strategy 12: ACC will coordinate with ADC and community providers to refer offenders to mental health, substance abuse, cognitive/behavioral programming, and other essential services where available and document where needed services are not available.

Strategy 13: GPS Monitoring Services will be utilized to provide an additional sanction to assist officers in tracking and monitoring offenders.

Strategy 14: Kiosks will be situated in ACC offices to assist in the supervision of low-risk offenders.

Strategy 15: The ACC Sex Offender Aftercare Program will provide intense supervision of sex offenders by specialized parole/probation officers, a team of polygraph examiners, certified voice stress analysts and aftercare coordinators.

Strategy 16: Substance Abuse Program Leaders will be employed statewide to provide and coordinate services as recommended by best practices. Referrals to outside entities will be made as needed.

Strategy 17: ACC Career and Planning Placement Specialists and designated Reentry Officers will be used, to the extent authorized, to assist offenders in obtaining employment and to coordinate community services, litter pick-up and county work programs.

Strategy 18: Serious incidents will be reported to the Director in accordance with the applicable Administrative Directive, and as deemed necessary, the Director will appoint a committee to conduct Critical Incident Reviews.

Strategy 19: ACC will employ a Special Response Team (SRT) Coordinator and will assign a specialized officer(s) in each Area Office to the Agency SRT that has the primary objective of reengaging high-risk offenders evading supervision or in an abscond status; and responding to statewide emergency situations.

Strategy 20: ACC will implement all Board of Corrections regulations, directives, judicial orders, and adhere to all laws governing supervision, sanctions and revocation referrals.

Strategy 21: ACC will contract for Transitional Reentry Facility program beds to provide reentry programming targeting criminogenic needs for individual offenders.

Measurable Objective 2: To support expanded and established judicial courts as alternatives to typical probation supervision in accordance with funding and statutory authority.

Strategy 1: Subject to appropriation, funding and position authorization and as outlined in law, ACC will facilitate the objectives of specialized “accountability” court programs such as Drug Courts, HOPE Courts, Mental Health Courts, Veterans’ Courts, Alternative Sentencing Courts or SWIFT Courts, by providing staffing, supplies and supervision of offenders in court-ordered treatment and educational programs. ACC will actively work to facilitate the process by which appropriate offenders, based on assessed risks for reoffending and relapse, are placed in programs.

Strategy 2: ACC will ensure staff is trained in evidence based best practices including the Ten Key Components of Drug Courts.

Strategy 3: ACC will administer the Specialty Court Accountability Grant Program Fund and disburse approved allotments to qualifying Specialty Court programs submitting approved grants designed to reduce the number of offenders committed to juvenile detention, state juvenile/treatment facilities or adult confinement facilities.

Measurable Objective 3: Positive Offender Behavior will be recognized and rewarded.

Strategy 1: Offenders may earn good time or discharge credit as reinforcement for compliance with conditions of supervision as may be legislatively or judicially authorized.

Strategy 2: ACC will utilize an incentives guide to provide motivation for offenders to continue to comply with conditions of supervision.

Strategy 3: ACC reentry efforts will seek various incentives as motivation for offenders to comply with conditions of supervision.

Strategy 4: ACC reentry efforts will seek community service providers and organizations to operate licensed reentry facilities statewide. Offenders may earn early parole upon successful completion of the reentry programming.

Measurable Objective 4: All ACC parole and probation services will maintain ACA accreditation.

Strategy 1: ACC will employ an ACA Accreditation Manager and conduct periodic and annual audits to ensure compliance is maintained.

Strategy 2: ACC will conduct and document all required staff training to achieve compliance with standards.

Strategy 3: ACC will review all Administrative Regulations, Administrative Directives and internal policies annually and will modify and update when necessary to comply with ACA standards.

Strategy 4: ACC will maintain and use an ACA e-file system to facilitate accreditation requirements.

**GOAL 2. A continuum of community-based sanctions and services holds offenders accountable, reduces barriers to success, improves their ability to become productive and lawful members of the community, reduces recidivism and enhances public safety.**

***ACC Goal 2 Aligns with Strategy of Arkansas Goals: Safe, Quality of Life, and Healthy***

Measurable Objective 1: To develop and implement traditional and community-based programs and services needed to assist offenders in leading crime-free lives.

- Strategy 1: ACC will continue to meet the recommendations in the Act 1190 of 2013 comprehensive reentry plan.
- Strategy 2: ACC will cultivate partnerships with state, community and volunteer organizations through education of community leaders regarding the needs and strengths of offenders returning to the community from prison via one-on-one contacts (e.g., phone calls, letters, email, community visits) and presentations.
- Strategy 3: ACC will implement additional programming to address needs such as Domestic Violence and employ Reentry Officers to assist offenders in a successful transition to community living.
- Strategy 4: ACC will increase the opportunities for faith-based organizations statewide to positively impact offenders in the community.
- Strategy 5: ACC will contract for Transitional Reentry Facility beds which will include assistance with obtaining identification, including State ID cards and/or Driver's License. Transitional Reentry Facilities will be required to assist offenders with obtaining full time employment no later than 45 days into the program.
- Strategy 6: ACC will train all employees having direct contact with offenders in Mental Health First Aid.
- Strategy 7: ACC will employ a full time Employment Specialist to assist with identifying, recruiting, and educating local employers for hiring offenders in the community. The Employment Specialists will work closely with the Career Planning and Placement Specialists and Reentry Officers in all Areas.

Measurable Objective 2: Through collaboration and best practices, ACC will create and expand partnerships to provide marketable skills, living accommodations and educational opportunities to offenders.

- Strategy 1: ACC will refer and facilitate academic and vocational education to increase job readiness, marketable work skills and employment opportunities.
- Strategy 2: ACC will facilitate the connection of offenders to available health and social programs to the greatest extent possible and within available funding and as may be leveraged through the federal Affordable Health Care Act.
- Strategy 3: ACC will facilitate the delivery of affordable transitional housing through collaborative arrangements with licensed providers.
- Strategy 4: ACC will educate employers on federal tax credits that are available as an incentive for hiring inmates returning to community living and other benefits to the community.

Measurable Objective 3: To enhance communications with community leaders and the law enforcement community to facilitate development and recognition of community coalitions.

- Strategy 1: ACC will develop a community communications strategy for the recognition of exceptional reentry services encompassing an electronic newsletter, webpage and effective use of available social media.
- Strategy 2: ACC will support a comprehensive reentry resources portal (The Good Grid) that will be available through the agency website on a 24-hour, 7 day-per-week basis.
- Strategy 3: The ACC Reentry Director, the Volunteer Coordinator and ACC staff statewide will enlist the assistance of individuals and charitable organizations throughout the state to provide services to offenders.
- Strategy 4: The ACC Special Response Team (SRT) will coordinate and assist local law enforcement statewide in the apprehension of high-risk absconders and offenders.
- Strategy 5: ACC will offer to enroll local law enforcement in statewide Mental Health First Aid training held for ACC staff.
- Strategy 6: ACC will partner with Restore Hope, a non-profit created out of the Restore Hope Summit, to provide assistance for offenders returning to the community. ACC's partnership with Restore Hope is based on collaborative problem solving in areas such as employment, housing, treatment, and resources.

**GOAL 3. Agency oversight is facilitated through project management and quality assurance that promote accountability and effective decision making.**

***ACC Goal 3 Aligns with Strategy of Arkansas Goals: Safe and Educate***

Measurable Objective 1: ACC will employ an agency-wide Quality Assurance system to monitor, continuously improve, and preserve eOMIS data integrity and program fidelity. Program outcomes will be evaluated to include cost saving/diversion.

- Strategy 1: ACC will maintain a customized electronic offender management information system (eOMIS) to facilitate information collection and sharing.
- Strategy 2: Internal Management Reviews (IMRs) that detect eOMIS data errors will be developed and provided to operational managers/supervisors to aid in data cleanup.
- Strategy 3: Feedback on eOMIS data integrity will be provided to agency trainers, and staff providing technical assistance through the eOMIS Help Desk.
- Strategy 4: Outcome and performance measures will be set as programs are planned, tracked as programs are implemented, and analyzed to aid program improvement.

Strategy 5: An ACC Annual Report will provide details of agency operations for use in evaluating outcomes and improving performance.

Strategy 6: Interactive dashboards will be provided to ACC management to enhance and make more efficient local quality assurance efforts and caseload management.

Strategy 7: ACC's Research Section will provide feedback on performance measures associated with this plan, ACA Accreditation, and other licensures or certifications as needed.

Measurable Objective 2: Release of ACC Offender Information is governed by Administrative Regulation and statutory authority to assure offender confidentiality but provide access to information by legislators and members of the law enforcement community as needed for appropriate review and investigation purposes.

Strategy 1: An ACC Administrative Regulation will govern the release of information.

Strategy 2: ACC will abide by provisions of the Freedom of Information Act and other laws governing the release of information.

Strategy 3: ACC will encourage and provide access to integrated justice sharing of eOMIS data for members of the law enforcement community.

Strategy 4: ACC will include all pertinent reports, studies and publications on its public website.

Strategy 5: ACC will collaborate with the Governor, Parole Board, Board of Corrections, legislators, judges, prosecutors and other key stakeholders to develop and implement an array of sentencing and sanction options.

Strategy 6: ACC will continue to evaluate and adjust the OVG as research and practice dictates to provide appropriate community-based sanctions.

Strategy 7: ACC will continue to assist offenders to obtain affordable health care as may be available to provide substance abuse and mental health care coverage to address addiction and behavioral health issues.

Measurable Objective 3: Research will be accurate, timely and enhance the operation of the agency.

Strategy 1: ACC data collection, program evaluation and research functions ensure the integrity of information released to the public.

Strategy 2: ACC will develop policies that ensure accurate information is provided for appropriate oversight.

Strategy 3: ACC will improve information technology functions and quality assurance measures that enhance the capture and analysis of internal data.

Strategy 4: ACC will contract with independent consultants as needed to enhance the integrity of research and data studies.

- Strategy 5: ACC will recruit and utilize research students to assist in research projects.
- Strategy 6: ACC will conduct research studies as legislatively mandated or as required in response to Board of Corrections, legislative and agency needs.
- Strategy 7: ACC will continue to collaborate with the Council of State Governments (CSG) by providing data for their nonpartisan advice, working toward consensus-driven strategies, and implementing evidence-based programming.
- Strategy 8: ACC will develop a comprehensive Research and Evaluation plan to provide timely and accurate outcome and process data/information.

**GOAL 4. Provide alternatives to traditional prison through residential programs and community-based sanctions.**

***ACC Goal 4 Aligns with Strategy of Arkansas Goals: Safe, Quality of Life, and Educate***

Measurable Objective 1: To operate community correction centers in a secure environment for non-violent offenders sentenced/placed by the courts/Parole Board for the purpose of treatment and/or behavior modification.

- Strategy 1: Laws, policies and practices govern the placement of offenders in appropriate Community Corrections Center programs based on target offenses, the need for corrective behavior as an alternative to prison and effective utilization of resources.
- Strategy 2: All ACC residential facilities will be evaluated and repurposed as needed to meet judicial and administrative requirements to achieve the best possible results.
- Strategy 3: The ACC Residential Services Basic Training (RSBT) Academy will provide all staff essential training for safety, security, reentry and effective supervision. An experienced ACC Residential Services employee will serve on the ACC Training Committee and attend quarterly meetings.
- Strategy 4: Serious Incidents will be reported to the Director in accordance with the applicable Administrative Directive, and the Director will appoint a committee as deemed necessary to conduct Critical Incident Reviews.
- Strategy 5: Treatment staff will be credentialed or will work toward credentialing under the supervision of a clinical supervisor.

Measurable Objective 2: To operate residential programs for the short-term confinement of offenders who commit technical violations of conditions of their community supervision for the purpose of correcting behaviors.

- Strategy 1: Utilize an Offender Violation Guide that outlines behaviors that could result in appropriate sanctions up to the confinement of an offender in the technical violator program.
- Strategy 2: Ensure those offenders sanctioned to TVP have not committed a new felony and criminogenic needs have been identified and can be met by the program.
- Strategy 3: Provide initial work assignments during TVP to ensure meaningful job skills are developed and corrective behavior is taught during the confinement period.
- Strategy 4: Provide access to a counselor during TVP confinement to identify contributing factors to an offender's technical violations and assist the offender with identifying and developing plans of action for overcoming barriers in the community to prevent or reduce technical violations..

Measurable Objective 3: All ACC confinement facilities will achieve and maintain applicable licensure and/or accreditation standards as appropriate.

- Strategy 1: ACC will employ an ACA Accreditation Manager and implement periodic and annual audits to ensure compliance is maintained.
- Strategy 2: ACC will conduct and document all required staff training to achieve compliance with applicable standards.
- Strategy 3: ACC staff, including Area Managers, will work to help judges recognize the value of Community Correction Centers as a sentencing alternative and treatment resource.
- Strategy 4: ACC will review all Administrative Regulations, Administrative Directives and internal policies annually and will modify and update when necessary to comply with ACA standards.
- Strategy 5: ACC will maintain a zero-tolerance policy toward sexual abuse in confinement facilities and will continue to diligently implement as fully as possible, the policies of the Prison Rape Elimination Act and conduct annual audits to ensure the policy is enforced.
- Strategy 6: ACC will maintain an e-file system to facilitate accreditation/licensure requirements.
- Strategy 7: ACC will ensure ADAP licenses are achieved and maintained.

**GOAL 5. To manage programs and resources in a competent and cost-efficient manner that encourages creativity and innovation.**

***ACC Goal 5 Aligns with Strategy of Arkansas Goals: Safe and Efficient and Responsive***

Measurable Objective 1: To determine annually an average cost of ACC's community based services.

- Strategy 1: The cost per day per offender for various programs as calculated by ACC's standard methodology will not exceed the annual growth in the total consumer price index.
- Strategy 2: A budget evaluation team will evaluate increases in cost per day for ACC programs to determine where efficiencies can be made and provide recommendations to the Director.
- Strategy 3: Utilization of Community Correction beds will be no less than 95% of capacity at all times.
- Strategy 4: ACC will cooperate with the Governor's Office of Transformation in the evaluation of state government and development of recommendations to streamline state government to make it more cost-effective and citizen accountable.

Measurable Objective 2: To evaluate and implement operational cost savings as mandated or where opportunities exist.

- Strategy 1: ACC's Strategic Energy Plan will reduce the annual building maintenance and operating budget devoted to energy consumption in accordance with Executive Order 09-07 and Act 1494 of 2009 and promote agency operations and practices that will reduce, to the extent practicable, the environmental impact of overall operations
- Strategy 2: ACC will actively pursue utilization of programs and services for offenders that can be reimbursed under the federal Affordable Healthcare Act and Arkansas Works Program in lieu of state costs.
- Strategy 3: ACC will seek additional federal, state, and community investment in programs and services that assist offenders to successfully return to the community.
- Strategy 4: ACC will facilitate electronic systems enhancements that will automate reporting to save staff time and generate savings in cost of paper/printing.
- Strategy 5: ACC will encourage employees to identify cost efficiencies and recommend alternatives for savings where feasible and, as applicable, utilizing the State Employee Suggestion System and MyIdea Arkansas.
- Strategy 6: ACC will focus scarce resources on programs and services that reduce recidivism of the offender population.
- Strategy 7: ACC will continue to work with vested Agencies (Arkansas Office of State Procurement) and Organizations (NASBO - National Association of State Budget Officers) to ensure materials and commodities are purchased in accordance with the Consumer Price Index (CPI).

**GOAL 6. To attract and retain a competent, diverse workforce prepared to meet current and future needs of the agency.**

***ACC Goal 6 Aligns with Strategy of Arkansas Goals: Safe, Quality of Life, Health and Grow***

Measurable Objective 1: To attract and recruit a highly trained workforce.

- Strategy 1: Seek market-level increases in salaries, benefits and other incentives as necessary.
- Strategy 2: Improve the pre-screening of applicants to ensure the most qualified candidates are interviewed.
- Strategy 3: ACC will develop and implement an appropriate physical fitness assessment program for officers similar to that of other law enforcement agencies.
- Strategy 4: ACC will develop a recruiting plan to target applicants for hard to fill positions and/or those that have above average turnover.

Measurable Objective 2: Improve Staff Retention.

- Strategy 1: Seek authority for labor market increases and compensation that will retain qualified competent staff.
- Strategy 2: ACC will seek additional positions and resources needed to reduce stress and burnout of employees.
- Strategy 3: Enhance training and staff development opportunities that meet agency and employee needs.
- Strategy 4: Create and maintain a professional development and career advancement training program.
- Strategy 5: Develop and maintain a Management Level Training Program and require all staff advancing to a supervisory role to complete the course within one year of promotion.
- Strategy 6: Maintain a Training Committee to develop and review a comprehensive and prioritized training plan for ACC staff.
- Strategy 7: Provide security and technology equipment needed by staff to effectively and safely perform their duties.
- Strategy 8: Enhance in-service training opportunities to ensure adequate classes for all personnel.

Strategy 9: Support staff membership in AACET, employee associations and professional organizations that provide assistance and recognition to ACC employees.

Strategy 10: Provide an annual agency-wide awards ceremony to recognize employees exhibiting exemplary service to the agency.

Strategy 11: Provide uniforms to all officers to aid in exhibiting a professional appearance provide identification for security purposes and enhance morale.

Strategy 12: An agency grievance procedure enables applicable employees to present a grievance with assurance they will receive a prompt review, impartial consideration and an equitable disposition of their grievance.

Strategy 13: Maintain Field and Security Officer Training Programs that provide an in-depth scope of specific job tasks for new officers, and remedial training for staff whose work performance is substandard.

Measurable Objective 3: To promote and maintain a positive agency image respected throughout the state and criminal justice community.

Strategy 1: Leadership at all levels will exemplify honor, integrity and commitment to public service.

Strategy 2: ACC's everyday efforts will reflect the motto of "Serving Justice."

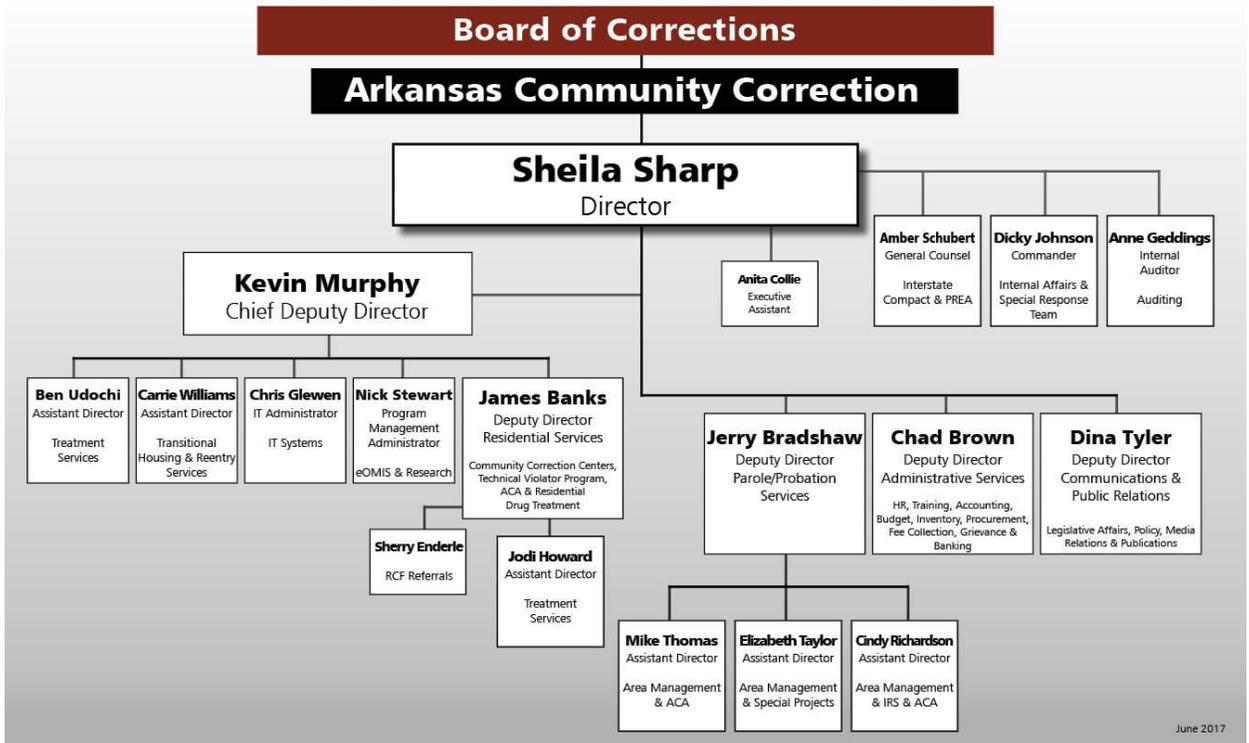
Strategy 3: ACC employees will adhere to the agency's guiding principles and core values including the Code of Ethics and Rules of Conduct.

Strategy 4: ACC will provide and maintain a monthly internal e-newsletter and internal website to enhance and encourage communications with all staff.

Strategy 5: Staff from all levels of the agency will be encouraged to engage in and be involved in strategic decisions.

Strategy 6: ACC will encourage media coverage of agency programs and services that positively reflect on the agency.

APPENDIX: ORGANIZATIONAL CHART



June 2017

ADDITIONAL PLAN INFORMATION:

CONTACT INFORMATION: SHEILA SHARP, DIRECTOR. 501-682-9566