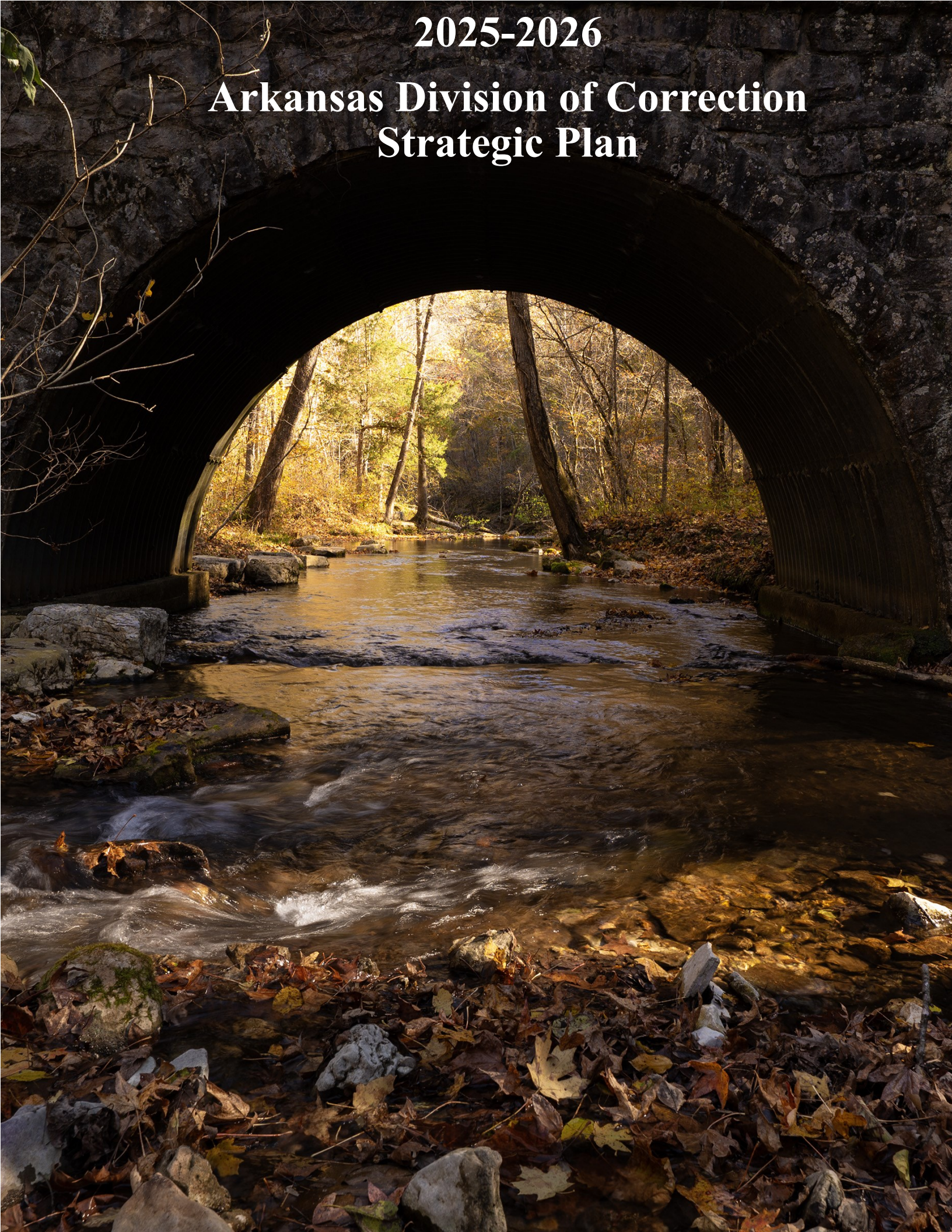


2025-2026

**Arkansas Division of Correction
Strategic Plan**



Targeting Tomorrow's Needs Today



**Through
Strategic Planning**

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Director's Message...

I am honored to present the Arkansas Division of Correction (ADC) 2025–2026 Strategic Plan. This plan serves as our organization-wide roadmap, defining high-level goals and tracking progress toward achieving them.

Our Strategic Plan is a living document- regularly assessed and updated to reflect shifting priorities and emerging challenges. Grounded in our core values of integrity, accountability, honor, self-discipline, public service, teamwork, and transparency, it communicates a clear vision and mission. Each focus area is supported by specific goals, strategies, and action steps designed to strengthen and improve the ADC.

As we uphold our commitment to fostering a safe, rehabilitative, and supportive environment, this plan guides us through challenges while keeping us centered on our mission: enhancing public safety and supporting the rehabilitation and growth of those in our care. The goals we have set are specific, measurable, achievable, relevant, and time-bound, aligning directly with Governor Sanders' Protect Arkansas Act.

Our approach remains collaborative, data-driven, and responsive to the evolving needs of our system. The plan highlights six key areas to advance Arkansas's correctional system and position it as a model nationwide. Recognizing that staff are the foundation of our daily operations and essential to innovation, we prioritize health and wellness, recruitment, retention, and succession planning as initial objectives.

Through partnerships with state agencies, community organizations, and private businesses, we are working to ensure that approximately 92% of those entrusted to our care return to their communities with the best possible opportunities for success. Second chances are not the responsibility of one agency alone - they are the responsibility of an entire state.

It is both a privilege and a pleasure to serve as Director of this Division. I look forward to a challenging yet rewarding future as we navigate hurdles together. I am confident that, as a team, we can make a meaningful and lasting impact.

Thank you for your continued service and dedication.



Dexter Payne,
Director, Arkansas Division of Correction



Executive Summary

The Arkansas Division of Correction has developed a comprehensive strategic plan to measure its 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.

This ambitious plan focuses on six essential goals and objective areas in reaching these goals. These goals and objectives will be defined in a way that is both actionable and measurable, ensuring all staff members understand how their contribution align with the Division's purpose.

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.

How Will We Use This Plan

The purpose and goals of this plan is to establish clear focus and direction. This strategic plan will serve as the roadmap to deliver on the mission and vision of the Arkansas Division of Correction. Below are a few examples of this plan in action:

- Set Priorities for New Objectives
- Connect Our Team's Work to Our Strategic Goals
- Reflect and Embed Our Strategic Goals in Our Communications
- Guide Our Day to Day Collaboration and Culture



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

Mission, Vision, & Core Values

OUR MISSION

The mission of the Arkansas Division of Correction is to uphold public safety by carrying out the mandates of the courts, fostering community partnerships, and implementing evidence-based programs. We are committed to providing a safe and humane environment for staff and offenders, strengthening work ethics through the teaching of good habits, and creating opportunities for spiritual, mental, and physical growth.

OUR VISION

To lead with integrity and innovation, delivering efficient correctional services that restore individuals to productive community life.

OUR CORE VALUES

- Honor: We uphold dignity and respect in every action, reflecting the highest standards of character
- Integrity: We act with honesty and consistency, ensuring trust is never compromised
- Self-Discipline: We stay focused, resilient, and committed to excellence, even in the face of challenges
- Public Service: We dedicate ourselves to serving others, putting community and mission above self-interest
- Accountability: We take ownership of our decisions and outcomes, standing responsible to those we serve
- Teamwork: We collaborate with respect and unity, knowing success is built together
- Transparency: We communicate openly and clearly, fostering trust through clarity and openness

OUR 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 offenders and staff

Goal 2: To attract and retain quality staff

Goal 3: To maintain cost-efficient care and custody of all offenders

Goal 4: Maintain public trust and support by being open with our practices and sharing appropriate information in a timely manner

Goal 5: To optimize offender assignments in work, career, and educational programs

Goal 6: To provide constructive correctional opportunities that will help offenders with successful reentry into their communities

Goal 1

To provide safe and secure facilities for offenders 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 (ACIS) 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 offender/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 offender 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 hand-held metal detectors
- ◆ Continue to work with Local, 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.*

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
- ◆ Include employment opportunities when participating in career day events
- ◆ Utilize existing professional staff to assist in agency recruitment and retention efforts
- ◆ Maintain Pre-Academy on the job training program to recruit staff

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 to promote and support professional/relevant certification opportunities
- ◆ Continue to gather and share proven techniques, programs, 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 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
- ◆ Continue Supervisor Training/Refresher Courses
- ◆ Continue Gender Responsiveness Training
- ◆ Continue to enhance Relias training opportunities that relates specifically to corrections

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

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
- ◆ Continue to enhance education, training opportunities for staff, generational training for supervisors
- ◆ Continue enhancements of Leadership Training

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:

- ◆ Established a mentoring program for staff
- ◆ Continue to cross-train staff where applicable
- ◆ Continue to work with Office of Personnel Management on salary issues including plans for promotions and advancements

Goal 3

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 or present on correctional career opportunities

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
- ◆ Continue expansion use of electronic systems during isolation rounds
- ◆ Secure Wi-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 3 *(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
- ◆ Continue Recycling Program
- ◆ Continue to explore additional energy expansion programs at all units



Goal 4

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
- ◆ 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, processes, 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
- ◆ 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

Goal 5

To optimize offender assignments in work, career, and educational programs

Measurable Objective: Optimize the number of offenders assigned to a work program vs. those unassigned

Objective 1: Work programs will focus on enhancement/development of offender work ethics, skills and opportunities for employment upon reentry into the community

Strategies:

- ◆ All offenders will be assigned to meaningful work commensurate with their medical, mental, and security classification/restriction(s)
- ◆ Continue to update the offenders' "skills profile" in eOMIS with work skills and certifications
- ◆ Continue certifications for skilled work programs—Farm, Industry, Construction, and Career and Technical Educational Programs (e.g. boiler, water, plumbing, HVAC, wastewater, auto, electrical)
- ◆ Continue to explore opportunities for a 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
- ◆ Encourage faith-based and other community organizations to establish mentoring programs for offenders
- ◆ Continue to update the program descriptions on the department's website for community resources

Objective 2: Reduce offender grievances

Strategies:

- ◆ Continue staff training on division policies to guide offenders
- ◆ Continue to train staff on better communication skills with offenders to decrease grievances
- ◆ Continue to review and improve safety procedures
- ◆ Continue to make unit management staff available to the offender population during mass movement hour (e.g., standing mainline)

Goal 5 *(continued)*

Objective 3: Improve inmate education

Strategies:

- ◆ Work and career education assignments should enhance knowledge of skill sets
- ◆ The Division will assist in education offenders 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



Goal 6

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

Measurable Objective: Reduce recidivism

Objective 1: Lower recidivism

Strategies:

- ◆ Improve reentry planning
 - ◇ Continue to utilize a Risk Assessment Tool to provide offenders with a successful Re-Entry Plan
 - ◇ Continue to help offenders focus on reentry planning by assigning them to reentry accountability coaches who will complete report cards on the offenders' progress
- ◆ Continue to expand educational opportunities and the use of tablets
- ◆ Require specific goals for inmates as part of reentry planning with Case Manager
- ◆ 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 6 *(continued)*

Objective 3: Improve inmate health

Strategies:

- ◆ Continue to expand education on nutrition
- ◆ Continue to encourage lifestyle changes by expanding recreational opportunities
- ◆ 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
- ◆ Motivate participation in programs and work assignments by offering incentives such as earned release credit/certificates
- ◆ Continue to utilize the needs assessment tool of all offenders 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
- ◆ Offenders 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.

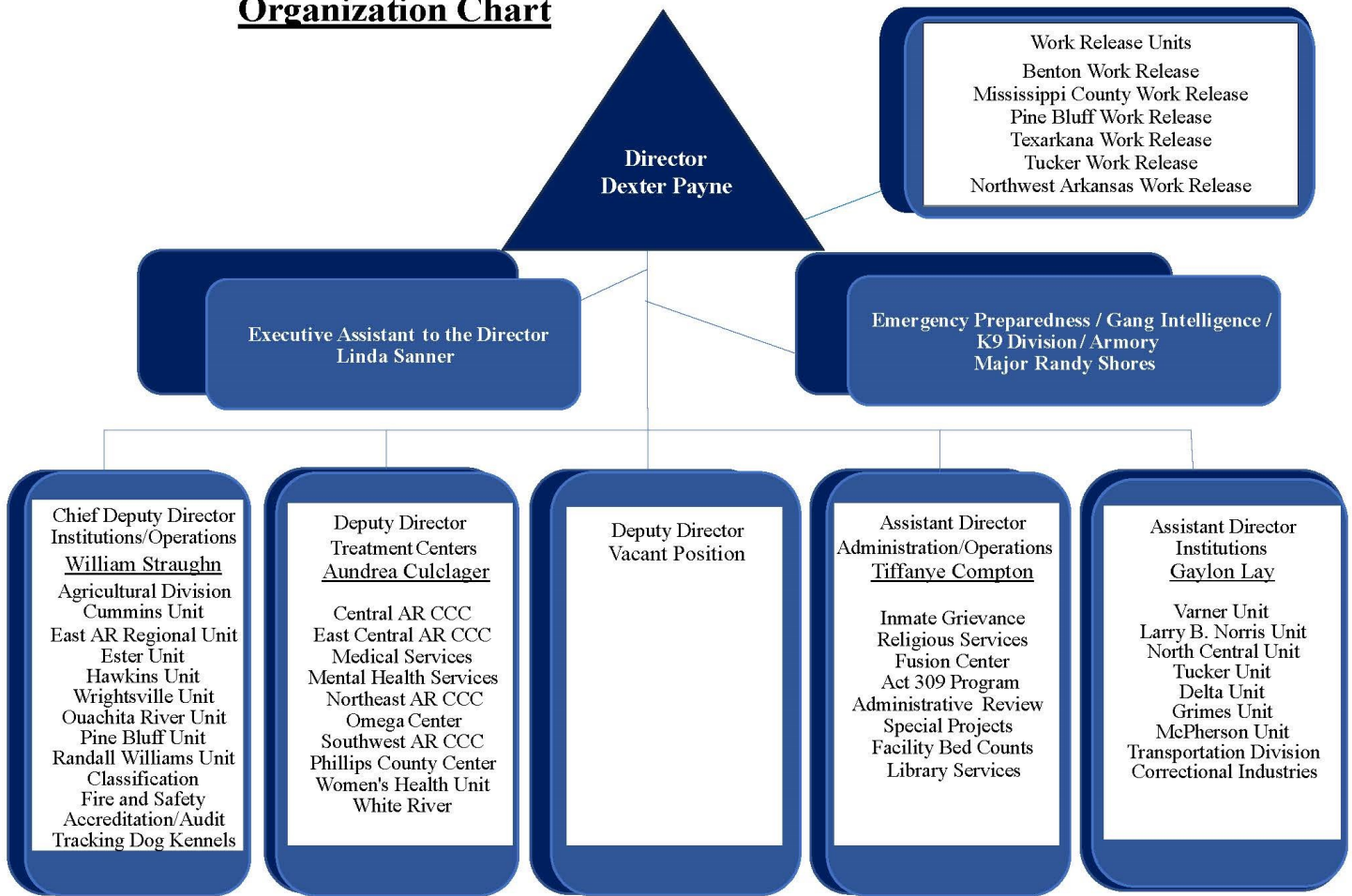
In Conclusion

The Arkansas Division of Correction's strategic plan reflects a forward-looking commitment to rehabilitation and public safety. By centering our efforts on reentry, treatment, security, culture, and wellness, we are building a system that not only reduces recidivism but also strengthens communities. This plan ensures that staff are supported, individuals in our care are given the tools to succeed, and our facilities remain safe and productive environments. Together, these initiatives lay the foundation for healthier lives and a safer Arkansas.



Organizational Chart

Arkansas Division of Correction Organization Chart



Arkansas Division of Correction

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Board of Corrections

Benny Magness - Chairman

Dr. William “Dubs” Byers - Vice Chairman

Mr. Grant Hodges - Member

Reverend Alonza Jiles - Member

Ms. Lona McCastlain - Member

Mr. Lee Watson - Member

Mr. Thomas Burns - Compliance Administrator/Board of Corrections Attorney

Ms. Shari Gray - Corrections Program Supervisor

Ms. Rachell Jones - Executive Assistant to the Board

Arkansas Division of Correction Management Team

Mr. Dexter Payne - Director

Mr. William Straughn - Corrections Chief Deputy Director

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Mr. Gaylon Lay - Corrections Assistant Director II

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