



FIVE-YEAR STRATEGIC PLAN

FY 2009 to FY 2013

*Strengthening Public Safety in Our Communities through
Excellence in Corrections*

Dora Schriro
Director

**Department of Corrections
Five-Year Strategic Plan, FY 2009 to FY 2013**

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Department of Corrections

Five-Year Strategic Plan, FY 2009 to FY 2013

Overview

Arizona Laws 2002, Chapter 210, requires state agencies to publish a Strategic Plan (the Plan) annually. Arizona Department of Corrections (ADC) staff exceeds statute in an earnest effort to excel. ADC staff in most positions and many posts has come together a number of times during Fiscal Years 2004, 2005, 2006 and 2007 to evaluate and expand the agency's Five-Year Strategic Plan striving towards flagship status. During Fiscal Year 2008 the department's three divisions redoubled their efforts again, meeting with teams of facility leaders at each of the state's ten prison complexes, each team consisting of 120 or more staff in the corrections and community corrections series, and support and programs personnel. Between each year's planning sessions, staff department-wide have worked diligently to refine the Plan and carry out its implementation.

ADC's Plan is the culmination of collaborative processes through which we develop and execute clear, simple and sequential goals and objectives towards which we strive as corrections professionals. The Plan continues to sharpen our focus, refine our strategies and accelerate the implementation of critical activities. It enables us to harness our energy for maximum results and sustain our commitment to continue to seek out and incorporate the field's best practices into our policies and procedures. The Plan enhances our ability to protect the public now and later, prepare more offenders for release as civil and productive citizens well before the conclusion of their sentence, and ensure everything we pursue is crime-victim friendly and focused. It is our roadmap to flagship status.

The Plan is outcome-oriented and evidence-based. It takes a long-term approach to public safety, adopts efficient processes and effective practices, and employs proven problem-solving strategies to reduce the cost of government and risk to its citizens. The Plan's four strategic issues and their goals, objectives and strategies maximize ADC's critical resources notably our staff, space and time for the public's benefit. Accomplishing each of the four issues is critical towards fulfilling the department's mission to provide the longest lasting public safety.

Virtually all – 97 percent – of state's prisoner population is sentenced to a term of years, just 19 months on average although 40 percent of all released inmates served less than six months in prison during FY 2007. The ADC year-end caseload approached 81,000 offenders this past June 30 with 53,077 inmates in prison and 27,438 felons on parole at some time during the year. With so many felons serving so little time confined the ADC adopted the Arizona Plan as our approach to re-entry preparation. Our innovation is also an important contribution to the field of Corrections.

The Arizona Plan integrates our four strategic issues into a road map by which we achieve safety now, and later, incorporating all inmates and productively engaging them in re-entry preparation starting day one of their incarceration and continuing throughout their sentence. The Arizona Plan represents four substantive changes to institutional life, optimizing inmates' pre-release preparation and post release success. 1) At Intake and annually thereafter through a process called Five by Five, individualized Corrections Plans are developed and then updated for each inmate. 2) In the component called Seven-by-Three-by-Three the inmates are required to serve their time by acquiring the skills essential to citizenship – literacy, employability and undergo treatment as warranted during their "work" day. When not at work, they are expected to participate in community service, victim-focused activities, and programs providing family support and self improvement. All inmates have opportunity to advance in their standing commensurate to their custody level in a three-tiered system, the Earned Incentive Program, progressively improving the conditions of their confinement. 3) As inmates with stays greater than six months get closer to release, their corrections plans are converted into Transition-Specific plans. Inmates admitted with sentences shorter than six months are assigned to Fast Track facilities where their primary focus is discharge planning. 4) The Arizona Plan incorporates into prison living expectations and opportunities that make institutional living more like the free world, a Parallel Universe. As examples, inmates earn GED certificates and complete job-training before seeking premium-paying jobs.

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Those lacking GED certificates are limited to entry-level jobs and fewer institutional privileges. The disciplinary policy is more like the Criminal Code than a Rules Book, focusing on legal, not rule, violations. The calendar also resembles the real world because elective activities are scheduled at night and during weekends, no longer during the work day. Inmates, not correctional officers, are responsible for time and money management by staying on schedule and spending within their means.

Through the Arizona Plan, inmates in all custody levels are increasingly practicing pro-social decision-making throughout their sentences making more good decisions and better accepting responsibility for bad choices, in every instance integrating the community's core values in a prison setting. The ADC Strategic Plan, like the Arizona Plan, emphasizes the necessity for every inmate to prepare for release starting day one of incarceration: It is future-focused and victim friendly and it empowers our professional correctional workforce to make change happen in prison and on community supervision. Its continuum of incentives and sanctions, supervision strategies and program services supports a correctional system that provides ample practice throughout the sentence for offenders to make amends to crime victims and assume responsibility to live their lives as self-sustaining and law-abiding citizens who are less likely to relapse, to be revoked for technical reasons or to re-offend. Managing Arizona's prisons more like the real world since FY 2004 has yielded a number of positive outcomes including as notable examples marked reductions in inmate-on-inmate and inmate-on-staff assaults and inmate grievances and lawsuits in the prisons and far fewer technical revocations from community supervision. Over time, it is expected that our approach to re-entry preparation will lower recidivism and cut its attendant costs.

The ADC relies on excellence and professionalism in its workforce to maintain safety and security in its correctional facilities and its field operations, and to yield long-term outcomes that benefit taxpayers and protect the public. To this end, the ADC renews its commitment to improve the quality of work life for employees, continue to expand staff development and training, empower supervisory and subordinate personnel alike to make change happen, and to employ proven strategies to improve recruitment, retention and recognition of our exceptional correctional professional workforce.



Offender Operations Strategic Planning Session

Staff participating in the updating of the Department's five-year Strategic Plan

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Agency Vision

Strengthening Public Safety in Arizona Communities through Excellence in Corrections

Agency Values

- Prizing staff as our most valuable resource
- Rewarding staff performance that contributes to our shared values, mission, and goals
- Treating every person with integrity and respect
- Promoting a high quality of work life
- Affirming leadership and professionalism are responsibilities shared by all employees
- Holding each individual accountable for their actions
- Empowering all individuals to contribute
- Celebrating our successes
- Learning from our mistakes
- Sustaining an environment in which everyone is safe, civil and contributes
- Remembering people can change when provided opportunity and positive reinforcement
- Holding offenders responsible for the harm they caused crime victims and accountable for reparation and restitution
- Treating all crime victims and survivors with fairness, respect, and dignity
- Incorporating principles of Restorative Justice in our correctional policies and processes
- Developing meaningful community partnerships
- Always using scarce resources wisely

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ASPC-Douglas staff developing and presenting their work group recommendations

Agency Mission

The Arizona Department of Corrections recruits and recognizes a well-trained, professional work force to serve and protect our communities and their crime victims by effectively employing the field's best security practices and proven re-entry programming to prepare offenders for the release and reintegration in the communities of Arizona as civil, productive citizens.

Agency Description

The Arizona Department of Corrections serves and protects the people of the state of Arizona by incarcerating inmates in its correctional facilities and supervising released offenders in the community in keeping with the field's best practices, periodically assessing their needs and risks and providing commensurate levels of supervision and program services that promote literacy, employability, sobriety and accountability to crime victims, thereby reducing the possibility of relapse, revocation and recidivism and increasing the likelihood the felon population will be law-abiding and productive as they serve their sentences and later when they are released.

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Agency Customers and Stakeholders

The Arizona Department of Corrections strives to serve its customers and stakeholders with excellence:

- Arizona Citizens and Taxpayers
- Crime Victims and their Families
- ADC Employees
- ADC Employees' Families
- ADC Employee Organizations
- Correctional Volunteers
- Offenders and Ex-offenders
- Families and Friends of Offenders
- Community Service Organizations assisting Offenders and Ex-offenders
- Offender Advocacy Groups
- Executive, Legislative and Judicial Branches of Arizona government
- Federal, State, and Local Law Enforcement Agencies
- Municipalities
- Neighborhood crime watch groups
- Educational Institutions
- Private Sector Partners
- Other community-based partners
- Media/Press
- Future Generations of Arizonans

The Department's Professional Principles guide us in making ethical decisions and acting in an ethical manner. As employees of the Arizona Department of Corrections, we strive towards excellence in our every action by adhering to our code of conduct for correctional professionals at work and in all other aspects of our lives.

Professional Principles

- We abide by all of the laws of the United States and the State of Arizona and model the profession's highest ethical and moral behavior at all times.
- We perform all of our work assignments in a responsible manner because the public's trust and confidence in the department rests with each of us.
- We are always diligent in the performance of our duties because our every action affects the safety and security of others.
- We expect proficiency and strive for excellence in our work performance.
- We pursue continuous professional growth and development, seek self-improvement and accept constructive criticism.
- We are teachers and leaders.
- We are professional in all that we say and do in the workplace.
- We report misconduct.

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- We celebrate others' successes.
- We communicate honestly and appropriately in word and action.
- We recognize and respect the similarities and differences in those who work with us and those who we serve.
- We treat everyone with respect and fairness.

The Department's Professional Principles guide me in making ethical decisions and acting in an ethical manner. As an employee of the Arizona Department of Corrections, I strive towards excellence in my every action by incorporating our Code of Conduct for correctional professionals in my work and other activities.

Code of Conduct

- I abide by all of the laws of the United States and the State of Arizona and model the profession's highest level of ethical and moral behavior at all times.
- I perform all of my work assignments in a responsible manner because the public's trust and confidence in the Department rests with me.
- I am always diligent in the performance of my duties because my every action affects the safety and security of others.
- I am proficient and strive for excellence in my work performance.
- I pursue continuous professional growth and development, seek self-improvement and accept constructive criticism.
- I am a teacher and a leader.
- I am professional in all that I say and do in the workplace.
- I report misconduct.
- I celebrate others' successes.
- I communicate honestly and appropriately in word and action.
- I recognize and respect the similarities and differences in those who work with us and those who we serve.
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Overview, Agency Strategic Issues and Goals

STRATEGIC ISSUE 1:

Improve public safety *now* through facility and field operations, employing Corrections' best practices

During FY 2007, ADC admitted 20,910 offenders of which, 39% were not new court commitments but revocations from probation and community supervision for technical reasons. With a designated bed capacity of 32,856 and an inmate count of 37,088, ADC ended the fiscal year with a deficit of 4,232 permanent beds, operating at 113% of its capacity on June 30, 2007. Focused efforts toward pre-release programming for the entire population resulted in 79% of all inmates productively engaged on a full and part time basis at the end of FY 2007. The impact of increasing school, work and treatment and improving supervision strategies on the Department's ability to confine inmates and supervise offenders on community supervision has improved its operations since FY 2003 reducing inmate-on-inmate assaults 37% and inmate-on-staff assaults 51%, cutting inmate grievances 17% and inmate lawsuits filings 42%, and lowering technical violations 32%. To efficiently and effectively operate a corrections system whose prisons are overcrowded and community corrections bureau is short on intermediate sanctions, all staff at every work location presses for excellence, striving to comply in full with department policy and procedure, performing their duties professionally and proficiently. Participating in peer-review teams to assess each unit's compliance with policies and procedures and ensuring all employees are proficient in their performance of core correctional competencies improves the Department's execution of its core security practices. Eliminating idleness by moving towards full employment of the population and productive use of leisure time mitigates the impact of overcrowding further improving public safety now. During FY 2007, all complexes completed peer review assessments and achieved significant compliance with Department policies, resulting in an 84% reduction in peer assessment negative findings over the past three years. Today, 99% of all correctional officers and 96% of all correctional supervisors demonstrate mastery of key corrections competencies.

- GOAL 1:** Agency personnel are knowledgeable and proficient in the Department's core competencies and all units and sections in ADC consistently comply in full with essential policies and procedures.
- GOAL 2:** The Department has viable emergency preparation plans and all staff is proficient in its application.
- GOAL 3:** Interactions between and among staff and offenders are positive, appropriate and professional.
- GOAL 4:** All offenders are routinely classified, their classification scores accurately reflecting current levels of risk and need.
- GOAL 5:** The Department has adequate capacity and appropriately assigns offenders to housing in prison and supervision in the community commensurate with current risk and need.
- GOAL 6:** All programmable inmates are productively and appropriately engaged every day to eliminate idleness and institutional misconduct.

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GOAL 7: All offenders earn opportunities to improve the conditions of their confinement and supervision through sustained positive conduct and satisfactory participation in appropriate programming.

Strategic Issue 1 Performance Measures

1. To achieve zero escapees from any location

	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08
Number of escapees from any location (state prisons only)	0	5	0	2	2	TBD

2. To reduce and maintain number of homicides at zero

	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08
Number of homicides	0	1	1	2	3	TBD

3. To reduce and maintain number of confirmed sexual assaults to zero

	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08
Number of confirmed sexual assaults	20	20	5	4	7	TBD

4. To reduce and maintain number of suicides at zero

	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08
Number of suicides	8	6	4	8	6	TBD

5. To reduce major rule violations per 1,000 inmates per ADP

	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08
Number of major rule violations per 1,000 inmates per ADP	522.2	564.8	506.9	460.2	457.1	TBD

6. To reduce inmate on staff assaults per 1,000 inmates per ADP

	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08
Number of total inmate on staff assaults per 1,000 inmates per ADP	8	6.3	6.5	6	3.9	TBD

7. To reduce inmate on inmate assaults per 1,000 inmates per ADP

	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08
Number of inmate on inmate assaults per 1,000 inmates per ADP	26.7	21.1	19.9	20.4	16.7	TBD

8. To employ 50 percent of programmable inmates in appropriate work assignments

	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08
Percent of programmable inmates employed in appropriate work assignments (new measure)	N/A	N/A	N/A	N/A	79	TBD

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9. To reduce number of inmate grievances

	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08
Number of inmate grievances per 1000 inmates per ADP	126.3	106.1	103	109.7	104.8	TBD

10. To reduce number of inmate medical grievances

	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08
Number of inmate medical grievances per 1000 inmates per ADP	25.2	24.2	17.8	17.5	20.2	TBD

11. To reduce number of inmate lawsuits filed

	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08
Number of inmate lawsuit per 1000 inmates ADP	10.6	9.6	7.9	5.6	6.2	TBD

12. To increase core competencies of all staff in Correctional Officer Series, 90 percent of correctional series staff will receive a passing grade on annual core competency testing per quarter

	FY 07 4 th Quarter	FY 08 1 st Quarter	FY 08 2 nd Quarter	FY 08 3 rd Quarter	FY 08 4 th Quarter	FY 09 1 st Quarter
Percent of correctional series staff passing core competency test	98.4	99.49	99.77	TBD	TBD	TBD

13. To increase number of Subject Matter Experts

	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08
Number of SMEs	N/A	34	284	407	1215	TBD

14. To utilize the Peer Audit process to ensure State prisons are compliant with policies and practices in field operations and score 90 percent or higher on Peer Audits per fiscal quarter

	FY 07 4 th Quarter	FY 08 1 st Quarter	FY 08 2 nd Quarter	FY 08 3 rd Quarter	FY 08 4 th Quarter	FY 09 1 st Quarter
Average peer audit percent score of all state prisons	99.87	99.83	99.83	TBD	TBD	TBD

15. To ensure Contract Beds are managed and operated in a manner consistent with ADC prisons

	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08
Percentage of peer reviews that meet or exceed compliance standards	N/A	N/A	N/A	N/A	97.49	TBD

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16. To reduce drug use by incarcerated inmates and ensure 10 percent of inmate population is randomly tested

	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08
Percentage of annual inmate population randomly testing negative for drugs	N/A	N/A	93.76	96.38	96.75	TBD
Number of positive random tests	N/A	N/A	N/A	912	1263	TBD
Number of inmate specimens collected	N/A	N/A	N/A	25207	38939	TBD

	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08
Percent of inmate population randomly tested for drugs	N/A	N/A	N/A	7.29	11.65	TBD

17. To forecast inmate population growth

	FY 04	FY 05	FY 06	FY 07	FY 08	FY 09 Estimated
Average daily inmate population	30815	31906	33108	35798	38222	40802
Average daily bed deficit	2801	2112	3149	2942	4450	1030

Strategic Issue 1

Strategies, Other On-going Efforts towards Excellence led by Offender Operations

1. Continue to expand and fortify the partnership between Community Corrections staff and Institutional staff in offender re-entry preparation yielding a seamless transition and satisfactory completion of offender's Corrections Plans.
2. Finalize and implement new Levels of Supervision protocols and procedures in Community Corrections maximizing best use of resources and evidence-based practices.
3. Continue to develop and connect offenders to community resources that are readily available and affordable, before and after release.
4. Partner with community and government organizations in developing, aligning and deploying re-entry strategies and services in the management of high risk/need offenders who are released in highly concentrated geographical locations.
5. Develop as many meaningful partnerships as possible with stakeholders and customers.
6. Develop constituencies in the public and private sectors to advocate for ADC activities.
7. Expand advisory councils to continue to improve Offender Operations; establish others as indicated.
8. Collaborate and share resources with other community emergency preparedness systems.
9. Routinely inform the department's customers and stakeholders about its activities and outcomes.
10. Fully utilize existing space, program slots, time and personnel.
11. Fully implement the Earned Incentive Program in all institutions.
12. Identify root causes of legitimate inmate complaints and institute systemic changes.
13. Identify staff's successes and routinely recognize their contributions.
14. Encourage staff to be involved in their local community, recognize those who are.
15. Routinely monitor ADC activities and outputs for compliance, regularly publish results.

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16. Develop formal process to acquire, evaluate, disseminate and adopt-adapt as appropriate the field's best and next practice.
17. Continue to monitor and benchmark population management trends and anticipate and respond to changes in individual units, complexes, and/or field.
18. Offset the impact of overcrowding and eliminate idleness by developing enough full time work assignments for 100 percent of all eligible inmates to be productively engaged; maintain their full employment.
19. Identify and prioritize the referral of offenders to programs services according to their needs/risk per intake information and classification processes and time to serve.
20. Maintain lapse and relapse prevention and substance abuse interdiction efforts.
21. Provide timely re-assessment of need for intervention and risk for relapse and appropriate mandatory substance intervention to offenders using drugs and consuming alcohol.
22. Consistently provide only evidence-based programs services and supervision strategies.
23. Identify and implement outstanding Blue Ribbon Panel (BRP) recommendations and remaining Opportunities for Improvement (OFI) activities as soon as funding permits.
24. Fully implement Direct Supervision and Unit Management practices in all institutions.
25. Complete the re-certification of all current FTO personnel; continue to renew all FTO certifications every three years.
26. Monitor all vendors for compliance with contracts and vigorously enforce contractual terms.
27. Identify Court holdings impacting offender operations and make timely adjustments to policy and procedure as needed.
28. Streamline and automate data reporting systems to eliminate "noise" and support decision-making that focuses on outcomes not outputs.



Facility staff from ASPC-Eyman assisting in updating the department's Strategic Plan

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STRATEGIC ISSUE 2:

Improve public safety *later* by reducing offenders' relapse, revocation and recidivism through evidence-based strategies and services

During FY 2007, 39% of all felons admitted to ADC were committed or returned to custody as a result of technical violations of community supervision or readmitted after the Court's revocation of probation or the Board of Executive Clemency's revocation of parole. The remaining 61% of last year's admissions were sentenced by the court for new felony offenses only 16% in this group, were first-time felons with 10% of them sentenced for non-violent crimes, and just 3% as first-time, non-violent, drug offenders.

Most inmates admitted to ADC last year – 82% of the total prisoner population – have criminal histories including prior arrests, jail time and/or suspended sentences to probation. They have other problems as well. While 42% or so of the inmate population reported at Intake that they were under the influence of drugs or alcohol at the time of their arrest, 73% were determined to need substance abuse treatment services, 40% need intensive treatment and 33% moderate treatment. Further, 46% of the population admitted in FY 2007 had not completed high school and did not possess a GED, the majority of which – 51% – performed academically below grade 8.

By and large, the ADC inmate population failed to perform as civil (law abiding) and productive (literate, sober, employed) citizens in the community. Now sentenced to ADC, inmates serve on average about 19 months in prison but a considerable number – 40% of all releases in FY 2007 – served less than six months confined. The rest – 60% last year – only served about 29 months. While many – about 68% – have about four to eight months to finalize release plans on community supervision, 19% completed their sentence in prison. Given the scope and severity of inmates' deficiencies at admission and the relatively short sentences they serve, the Department's approach to pre-release preparation begins day one of incarceration and continues through the last day of the sentence and includes transition-specific services starting six or more months prior to release. The ADC overall re-entry initiative incorporates Parallel Universe, a comprehensive approach to problem solving that emphasizes offenders' responsibility to self and accountability to others to live civil and productive lives.

The Department's implementation of Parallel Universe is captured in two expressions, "5x5" and "7x3x3." The first, "5x5," refers to the Department's application of its new classification system in which inmates are rated from low (1) to high (5) risk and need and prioritized for assignments to school, work and treatment, those with six or months to serve and at greater risk of failure served sooner and longer. The second, "7x3x3," represents the expectation that all inmates are productively engaged seven days a week in three kinds of activities during the work day and leisure hours – full time work (including school and treatment) during the work day and self-improvement, community service and family activities when not working – and that over time, their conditions of confinement improve through a three-tiered system of earned incentives when they remain violation free and productively engaged.

The impact of Parallel Universe, an integrated effort imbued with real-world expectations, is measurable. Over the past four years, 10,951 inmates have earned a high school equivalency diploma and in FY 2007, ADC graduates represented a full 27.1% of the state's total GED recipients. Sustained efforts to stabilize parolees are making a real difference, too. Since FY 2003, the number of revocations of offenders on community supervision for technical reasons has dropped

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by 32%. Indicators of our initiative’s efficiency are as impressive as those measuring its effectiveness. The department’s correctional industries (ACI) generated \$26.7 million in sales last year; its profits reinvested in programs services for the population. The money was well spent. More than 105% of all classroom seats and over 95.5% of treatment slots were fully utilized. Increasingly, when the vast majority, 97% of all ADC inmates serving a term of years, are released they are far better prepared than before to take care of themselves and their families and far less likely to relapse, be revoked, and re-offend.

GOAL 8: The correctional environment is imbedded with real world *expectations* that offenders are responsible and accountable for their decisions and behavior, and real world *opportunities* for them to improve the conditions of their confinement and community supervision over time through sustained civil and productive conduct.

GOAL 9: All offenders who are incarcerated for more than six months including special populations with co-occurring disorders and chronic mental health needs acquire sufficient skill sets and realistic pre-release preparation throughout their sentence to rejoin their communities as civil and productive ex-offenders and remain crime-free and self-sustaining.

GOAL 10: Through public and private sector partnerships with others in the community, the Department provides comprehensive transition-specific planning and programming for every inmate serving more than six months prior to discharge from prison.

GOAL 11: Through public and private sector partnerships with others in the community, all “fast-track” inmates, those who are incarcerated for less than six months receive transition-specific planning and programming prior to their discharge from prison.

Strategic Issue 2 Performance Measures

1. To increase number of inmates graduating with GED

	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08
Number of GED graduates	791	1439	3125	3091	3306	TBD
Number of inmates enrolled in GED classes	N/A	N/A	N/A	N/A	5592	TBD
Percent of inmates enrolled earning GED certificates	N/A	N/A	N/A	N/A	59	TBD

2. To increase number of inmates achieving 8th grade Functional Literacy

	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08
Number of inmates achieving grade eight proficiency	6043	5899	4874	4602	5136	TBD
Percent of eligible inmates placed in Functional Literacy Class	N/A	N/A	100	100	100	TBD
Percent enrolled achieving grade eight proficiency	N/A	N/A	63	66	72	TBD

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3. To ensure all eligible inmates under age 22 will receive Free Appropriate Public Education (FAPE) within 20 days of intake

	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08
Percent of eligible inmates enrolled in FAPE within 20 days of intake	N/A	N/A	100	100	100	TBD

4. To increase number of inmates completing drug treatment and drug education

	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08
Number of inmates completing drug treatment	N/A	N/A	771	1500	1510	TBD
Number of inmates completing drug education	3232	6074	8879	9042	10960	TBD

5. To reduce average length-of- stay in outside hospital facilities

	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08
Average length-of- stay for in-patient hospital care	N/A	N/A	N/A	8.63	6.53	TBD

6. To reduce the percentage of offenders revoked for committing technical violations while under community supervision

	FY03	FY 04	FY 05	FY 06	FY 07	FY 08
Percentage of offenders revoked for technical violations	35.2	27.1	25.6	24.2	24.0	TBD
Number of offenders revoked for technical violations/Number released	3257/9249	2559/9445	2610/10200	2902/11995	3024/12587	TBD

9. To reduce percentage of offenders arrested for new felony crimes while under Community Supervision

	FY 04	FY 05	FY 06	FY 07	FY 08
Percentage of offenders arrested for new felonies	1.82	1.71	1.77	1.85	TBD
Number of offenders arrested for new felonies/Number released	172/9445	174/10200	212/11995	233/12587	TBD

10. To reduce offenders committing new crimes released from Level 1 facilities

	FY 04	FY 05	FY 06	FY 07	FY 08
Percentage of offenders committing new crimes released from Level-1 units	N/A	N/A	1.14%	1.63%	TBD
Number of offenders committing new crimes released from Level-1 units/Number released	N/A	N/A	9/790	13/798	TBD

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11. To reduce offenders committing new crimes released from Fast Track facilities

	FY 04	FY 05	FY 06	FY 07	FY 08
Percentage of offenders committing new crimes released from Fast Track facilities	N/A	N/A	N/A	2.42	TBD
Number of offenders committing new crimes released from Fast Track facilities/Numbers released	N/A	N/A	N/A	20/826	TBD

12. Community Betterment, eligible state inmates will provide 300,000 hours of community betterment per established Agreements per fiscal quarter

	FY 07 4 th Quarter	FY 08 1 st Quarter	FY 08 2 nd Quarter	FY 08 3 rd Quarter	FY 08 4 th Quarter	FY 09 1 st Quarter
Number of hours provided to communities per established Agreements	492,928	507,683	491,335	TBD	TBD	TBD

13. To increase the number of inmates and inmate hours worked in ACI

	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08
Number of inmates working ACI	1524	1595	1870	1882	1900	TBD
Number of inmate hours	2.4 M	2.5 M	2.8 M	3.1 M	3.0 M	TBD

14. To increase the number of inmates earning WBE certificates

	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08
Number of WBE certificates earned	1826	1666	2126	3201	3665	TBD

Strategic Issue 2

Strategies, Other On-going Efforts towards Excellence, to be led by Programs Services

1. Fully implement the automated Corrections Plan to support the Arizona Plan for all offenders from day one of incarceration to the last day of supervision.
2. Continue to expand and maximize real world work opportunities for inmates and jobs for offenders on community supervision.
3. Modify as necessary programs services offerings to maximize long term outcomes for female offenders.
4. Monitor all vendors for compliance with contracts and institute a review process that precludes automatic renewals.
5. Identify USSC holdings impacting programs services and make timely adjustments to policy and procedure as needed.
6. Continue to develop community resources that are readily available and affordable; partner with community and governmental organizations for resource development; share resources with other community-based service delivery systems.
7. Develop as many meaningful partnerships as possible with stakeholders and customers; in partnership with constituencies in the public and private sectors advocate for ADC activities.
8. Expand or establish advisory councils to continue to improve Programs Services.

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9. Inform ADC customers and stakeholders about its activities and outcomes.
10. Fully utilize existing treatment space, program slots and personnel.
11. Identify staff's successes and routinely recognize their contributions.
12. Encourage staff to be involved in their community, recognize those who are.
13. Routinely monitor ADC activities and outputs for compliance, regularly publish results.
14. Develop formal process to acquire, evaluate, disseminate and adopt-adapt as appropriate the field's best and next practice.
15. Continue to monitor and benchmark population management trends and anticipate and respond to changes in individual units, complexes and/or the field.
16. Offset the impact of overcrowding and eliminate idleness by creating full time employment, leisure time opportunities of all programmable inmates.
17. Identify and prioritize the referral of offenders to programs services according to their needs/risk per intake information, classification processes and time to serve.
18. Maintain lapse and relapse prevention and substance abuse interdiction efforts.
19. Provide timely re-assessment of need for intervention and risk for relapse, provide appropriate mandatory substance intervention to offenders using drugs and consuming alcohol.
20. Provide only those programs services and supervision strategies whose efficacy is evidence-based.
21. Streamline and automate data reporting systems to eliminate "noise" and support program decision-making that focuses on outcomes not outputs.
22. Continue to expand the Students Recycling Used Technology (StRUT) program to provide Work Based Education for inmates and provide refurbished computers to Arizona School Districts.
23. Continue to expand the ADC Efficiency Review and Green Initiatives; Solar Panel Project and Reforestation to provide Work Based Education opportunities for inmates and cost savings to Arizona taxpayers.
24. Develop and Implement Cottage Industries providing inmate employment opportunities, real world job skill development and offsetting institution idleness.



Staff from ASPC-Yuma and ASPC-Perryville receiving Life Saving Awards

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STRATEGIC ISSUE 3:

Recruit, retain and recognize excellent ADC staff representing our flagship agency

ADC employs 9,756 excellent employees who diligently serve Arizona. The Department is resolved that the state matches our employees' efforts and expresses its appreciation for the contributions of the ADC workforce with competitive wages and benefits. During FY 2007 the Department reduced its turnover rate of 25% in FY 2006 to 18%. In addition, improvements in staff salaries particularly in the CO series have made a measurable positive difference reducing the vacancy rate in FY 2006 of 22.56% and reaching 30% at certain locations, to 2.63% at the end of FY 2007. ADC also worked with the Governor's office throughout the legislative session to address salary compression in the sergeant, lieutenant and captain series. The legislature funded in part this request. The Department adjusted the series' salaries bringing staff in these categories closer to the mid-point of the salaries' schedule, reducing salary compression between and within these ranks. The Department is resolved to remedy other important issues impacting our employees' wages, benefits and working conditions notably, civilian staff's depressed wages, and recognizing excellence in the work force by establishing master class recognition for exceptional performance in all positions. To that end, the Department's FY 2009 budget submission includes a request for consideration of funds for inclusion in the Executive FY 2009 Budget request.

In addition to securing new funds in FY 2007 to address salary compression within the sergeant, lieutenant and captain series, the Department also adopted several new strategies to improve retention efforts. Through the Director's Office, a Retention Officer position was established to personally address and reduce resignations, Military Support Groups were formed, the Critical Incident Response Team (CIRT) was revamped to provide staff with critical support, and the Van Pool program expanded to additional institutions.

Better pay coupled with operational reforms has resulted in steady growth in the workforce. While COTA classes are full, the rate of resignations is not yet fully resolved. ADC redoubles its efforts in FY 2008 to find and keep exceptional personnel with new legislative and operational practices. This includes an ambitious public education effort through which ADC introduces its exemplary cadre of correctional professionals to Arizona's citizens and taxpayers as this state's agents of change for improved public safety.

GOAL 12: The Department recruits and retains a qualified, diverse and professional correctional workforce, and recognizes their contributions to the actualization of the department's vision and achievement of its mission.

GOAL 13: The Department's continuum of pre-service, in-service and pre-promotional training programs and career development prepares its workforce to assume and perform their duties with excellence and grow professionally and personally.

GOAL 14: The workplace environment sustains staff's efforts to achieve and celebrate flagship status.

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Strategic Issue 3 Performance Measures

1. To ensure 100 percent of uniform staff receives PREA pre-service and in-service training

	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08
Percentage of uniform staff completing PREA pre-service and in-service training (new measure)	N/A	N/A	N/A	N/A	N/A	TBD

2. To ensure 100 percent of civilian staff receives PREA pre-service and in-service training

	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08
Percentage of civilian staff completing PREA pre-service and in-service training (new measure)	N/A	N/A	N/A	N/A	N/A	TBD

3. To reduce the number of formal Employee Grievances each year

	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08
Number of employee grievances	N/A	135	174	173	156	TBD

4. To sustain a low CO II vacancy rate each year through improved recruitment and retention

	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08
Annual CO II vacancy rate Percentage	N/A	11.4	26.1	18.7	2.54	TBD

5. To decrease the CO II Turnover Rate each year

	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08
Annual Turnover Rate percentage	N/A	27.5	26.1	18.7	18.4	TBD

6. Ensure all staff impacted by critical incidents is referred to CIRT and receives services as appropriate

	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08
Percent of staff referred to CIRT who are provided services (new measure)	N/A	N/A	N/A	N/A	N/A	TBD

Strategic Issue 3

Strategies, On-going efforts towards Excellence, led by Support Services

1. Develop community resources that are readily available and affordable.
2. Identify, develop and implement no cost/low cost benefits to improve staff retention.
3. Eliminate all unnecessary double fill, limited and temporary positions.
4. Collaborate and share resources with community-based service delivery systems.
5. Partner with community and government organizations to develop/expand human resources.
6. Develop and sustain as many meaningful partnerships as possible with stakeholders and customers.
7. Cultivate constituencies in the public and private sectors to advocate for ADC activities.
8. Expand or establish advisory councils to improve Support Services activities and outcomes.
9. Inform the department's customers and stakeholders about its activities and outcomes.

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10. Continue to identify, develop and implement efficiency savings in Support Service functions and services.
11. Fully utilize existing resources wisely including space, funds and personnel.
12. Routinely monitor ADC activities and outputs for compliance, regularly publish results.
13. Develop industry-standard practices and processes to acquire, evaluate, disseminate and adopt-adapt as appropriate the field's best and next practices.
14. Consistently provide, department-wide, only evidence-based services and strategies.
15. Identify USSC holdings impacting agency operations, timely adjust policy and procedure.



ASPC-Safford inmates carving flagstone for the Safford Victims Rights Memorial Garden

STRATEGIC ISSUE 4:

Provide victim-focused and victim-friendly services to crime victims and survivors

Prior to FY 2004 the Department had only limited involvement with crime victims and survivors. It provided few victim services and offered no opportunities for victims-focused services. Integral to the Plan first formed in FY 2004 is our steadfast commitment to advocate for and extend support to the very core of our constituent base, crime victims and survivors. We strive to improve their access to timely, reliable information about offenders and payment in full of all court-ordered restitution. We also expect all offenders to accept responsibility for their criminal conduct and express remorse in word and deed repairing the harm they have caused crime victims, their families, neighbors and neighborhoods. In FY 2007, inmates contributed over \$446,845 in cash and in-kind donations to crime victim agencies in Arizona through restorative justice activities held at each of the 10 prisons throughout the year. The money collected this past fiscal year surpassed the previous three fiscal years combined contribution of \$384,654. Since FY 2004, inmates have donated \$831,499 to crime victim agencies.

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The Department is redoubling its efforts to collect more restitution for more crime victims and is developing three kinds of restorative justice programs to offer survivors statewide. All three endeavors are victim-focused and victim-friendly. They are intended primarily to benefit and better serve the crime victims' community by engaging offenders in activities that mitigate the harm that their felonious conduct has done to others. Two of these programs – Impact of Crime on Victims (ICVC) classes and Restorative Justice (victims' focused community service requested by and directly benefiting crime victims and crime victims' organizations) – are provided at every complex and over time will be offered at every unit. The third offering – victim-offender dialog – will be provided eventually on a limited basis. Through improved collections methods Court-ordered restitution payments increased 23%.

GOAL 15: Crime victims and their families have ready access to the Department and receive credible information and critical support services.

GOAL 16: All offenders are involved in victim-focused activities that promote awareness of the impact of their criminal conduct on crime victims and press the population to make amends to crime victims for their unlawful behavior including the payment of all court-ordered restitution.

Strategic Issue 4 Performance Measures

1. ADC inmates will donate \$75,000 in cash and/or in-kind contributions to crime victim organizations in Arizona each fiscal quarter.

	FY 07 4 th Quarter	FY 08 1 st Quarter	FY 08 2 nd Quarter	FY 08 3 rd Quarter	FY 08 4 th Quarter	FY 09 1 st Quarter
Rolling 12-month amount donated by ADC inmates	\$446,927	\$479,843	\$555,641	TBD	TBD	TBD

2. To ensure mandated victim notifications for offender release, death or escape are sent timely to registered survivors

	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08
Percent of victim requests and packets sent timely	N/A	N/A	N/A	100	100	TBD

3. To increase the average amount of collected court ordered restitution per inmate

	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08
Average amount of court ordered restitution per inmate	N/A	\$114.49	\$119.92	\$131.25	\$141.06	TBD
Number of inmates with court-ordered restitution	N/A	7255	7565	7796	7089	TBD
Amount of court-ordered restitution collected	N/A	\$830,612	\$907,202	\$1,023,197	\$999,997	TBD

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Issue 4 Strategies, On-Going Efforts towards Excellence, led by the Office of the Director, Victims Services

1. Standardize restorative justice activities and delivery methods providing a systemic approach towards victim-focused programs and activities.
2. Continue to expand restorative justice programs to ensure all inmates participate prior to release.
3. Continue to identify and develop restorative justice activities and local community service based on the specific needs of the community where each prison is located.
4. Continue to develop readily available and affordable community resources for crime victims and victim organizations.
5. Develop industry standard practices and processes in ensuring victim restitution and compensation is received as ordered.
6. Collaborate with community-based service delivery systems and government organizations to develop, expand and share resources that assist crime victims and victim organizations
7. Develop and sustain meaningful partnerships with stakeholders and customers.
8. Inform the department's customers and stakeholders about its activities and outcomes benefiting crime victims and victim organizations.
9. Educate the public, cultivate constituencies in the public and private sectors, and develop outreach programs to garner support for victims' issues, and advocate for ADC programs and services benefiting crime victims and victim organizations through the media, public appearances and publications.
10. Fully utilize existing resources wisely including space, funds and personnel to benefit crime victims and victim organizations.
11. Routinely monitor ADC activities and outputs for compliance, regularly publish results impacting crime victims and victim organizations.
12. Develop industry-standard practices and processes to acquire, evaluate, disseminate and adopt-adapt as appropriate the field's best and next practices affecting crime victims and victim organizations.
13. Consistently provide department-wide, only evidence-based services and strategies for crime victims.
14. Identify USSC holdings impacting agency operations concerning victims' services, timely adjust policy and procedure.
15. Develop and distribute crime prevention information; for example, public service announcements and training videos.
16. Partner as appropriate with legislators, prosecutors and the Court at the county, state and federal levels of government.
17. Promote a victim-sensitive culture throughout ADC and its partner agencies in criminal justice and law enforcement.
18. Develop annual ceremonies to commemorate Victims' Rights Week.
19. Draft legislation to address system deficiencies including as examples, rape shield laws, ensuring the confidentiality of correctional employees who are victims of workplace violence.

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Summary of Additional Outcomes, Strategic Issues 1 - 4

1. ADC exceeds published performance measures through efficient and effective system and resource allocation, utilization and application.
2. Performance measures inform decision-making.
3. Validated need and risk instruments inform decision-making.
4. Increased constituent services contacts for information; fewer frivolous contacts
5. No new felonies committed by offender during the course of their sentences
6. No new felonies committed by ex-offenders after the conclusion of their sentences
7. All inmates and offenders on community supervision avoid lapse/relapse
8. Inmates and offenders are compliant with medications and diet
9. No inmate pregnancies
10. No new HIV exposures
11. No avoidable illnesses or injuries
12. No avoidable deaths
13. The ADC workforce continues to grow in stature and professionalism.
14. All staff proficiently performs their duties.
15. All staff progresses within ADC commensurate with their interests and abilities.
16. Staff has adequate resources to perform their assigned duties effectively and efficiently.
17. Overtime spending is brought to the lowest level funded positions permit.
18. Mandatory overtime is brought to the lowest level funded positions permit.
19. EEOC complaints and staff grievances are eliminated.
20. Turnover resulting from non-competitive wages and benefits, lack of recognition and hostile workplace practices is eliminated.
21. The rate of staff turnovers and vacancies at ADC is lower than the state's average providing an increased experienced workforce.
22. Women and minority employees in supervisory and managerial ranks and/or earning greater than \$50,000 per annum are proportionate to the state's workforce.
23. Contracts renewals are based on merit
24. No sustainable protests are the result of procurement actions.
25. Crime victims and survivors recover from the impact of crime as much as possible, as quickly as possible.
26. ADC staff subjected to workplace violence recovers from the impact of workplace violence as much as possible, as quickly as possible.
27. Supported, crime victims and survivors recover faster and better than before.
28. All registered crime victims receive court-ordered restitution in full and on time.

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Resource Assumptions

NOTE: THE FOLLOWING RESOURCE ASSUMPTIONS (CALCULATED IN CONSTANT DOLLARS) ARE ESTIMATES ONLY AND ARE SUBJECT TO CHANGE IN KEEPING WITH INFLATION AND ECONOMIC CONDITIONS.

Total of all Strategic Issue Resource Assumptions						
(Calculated in nominal/constant dollars)	FY 2008 Appropriation (actual)	FY 2009 Estimate	FY 2010 Estimate	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate
Full Time Equivalent (FTE)	9755.9	10,243.7	10,755.8	11,293.6	11858.3	12,451.2
General Fund	910,277,200	955,791,060	1,003,580,613	1,053,759,644	1,106,447,626	1,161,770,007
Other Appropriated Fund	52,717,400	55,353,270	58,120,933	61,026,980	64,078,329	67,282,245
Non Appropriated Fund Expenditures	47,180,700	49,539,735	52,016,722	54,617,558	57,348,436	60,215,858
Federal Funds Expenditures	13,173,400	13,832,070	14,523,674	15,249,857	16,012,350	16,812,968
Agency Total Funds	1,023,348,700	1,074,516,135	1,128,241,942	1,184,654,039	1,243,886,741	1,306,081,078

Notes:

- FY 2009 figures are based on the agency's FY 2009 budget request.
- General Fund estimates in Years 2010 - 2013 represent an average 5% annual increase of the agency's FY 2009 request. The increase is based on three major issues: increased population growth (215 per month), addressing fire and safety issues and improving employee retention.