2025 ARIZONA CORRECTIONAL INDUSTRIES STRATEGIC ROADMAP

Mission

Our mission is to enhance public safety across Arizona through modern, effective correctional practices and meaningful engagements

Vision

Reimagining Corrections

Principles

- **Always deliver a perfect effort**
- **Transform power and control mentality into respect, rapport, and engagement**
- **Modernize correctional practices and develop staff for meaningful performance**
- **Be responsive, communicate effectively, and responsibly serve the public and population**
- **Develop solutions that promote systemic wellness and deliver positive, effective outcomes**
- **Center our work on transparency, accountability, and humanity**

Goal 1: Build a Meaningful Organizational Culture & Promote the Development of Team

1.1 Establish and implement a structured program for ongoing staff certifications and development through participation in ACI-sponsored events

- Certified Public Manager
- CI Conferences
- Trade Conferences

1.2 Develop a standard for ACI leaders on how to provide coaching to various levels to include proactively engaging with policy fostering a culture of self-reliance and policy literacy

1.3 COIII/WIPP to tour ACI work sites as part of new WIPP staff training, have ACI staff present at the COIII Academy, and provide a more detailed worker job description for prospective inmate workers

Goal 2: Create and Implement Optimal Population Management & Progression Strategies

2.1 Collaborate with Prison Operations and Education, Programs, and Community Reentry in developing procedure/policy/form for ACI inmate workers upon release to continue working with the ACI workforce development partner who wishes to employ the released inmate worker

   2.1.1 Within this collaboration, identify opportunities to enter into Apprenticeship Programs and Industry Recognized Certification/Credentialing programs

2.2 Change all ACI and contract language that uses "inmates" to "workforce participants" "incarcerated volunteer workers" or "Vocational Training Participants" or the vernacular the agency adopts

2.3 ACI staff and leaders to attend Prison executive meetings, providing an opportunity for strong communication between ACI management and Prison management

Goal 3: Deploy Quality Service Delivery & Continuity of Care in Complexes & Communities

3.1 Eliminate the 10% reduction of IPS starting salary and return IPS starting salary to the previous amount. This goal will help IPS recruitment and retention and help to fill IPS vacancies where other IPS are having to do extra duty. To improve IPS retention and to promote the hiring of IPS, create a salary stipend in work areas with the greatest IPS vacancies and difficulty in recruitment

3.2 Share ACI annual audit results with all other ADCRR divisions through the ACI intranet and other communications. ACI's financial success is all ADCRR's and divisions' success for stronger awareness of ACI operations and its impact on the Department as a whole

Goal 4: Achieve Modernization & Sustainability of Practices & Resources

4.1 Subscribe to additional training for all ACI staff pertaining to meaningful engagement, and modern correctional industries practices via the National Correctional Industries Association

4.2 Staff Recruitment-Support ACI Line Staff by recruiting and hiring to fill vacant positions throughout the organization. In coordination with the Staff Development and Training Bureau and COTA, implement an Industrial Programs Specialist academy so that non-correctional candidates may be trained to supervise inmates in addition to working with Complex Career Advisors to highlight the opportunities at ACI upon retirement

4.3 ERP System-Maximize utilization of ERP (Epicor) through standardizing business rules, employee/inmate training, and process improvement

4.4 Improved technology such as laptop computers at all off-site work locations and replacing all IPS flip phones with smartphones. IPS staff would have technological access to ADCRR such as the Director's virtual town hall meetings, ACIS, ADCnet, etc via "Hotspot"

4.5 CI administrator/manager exchange program, ACI admin/managers, and other ADCRR division administrators perhaps through the National Correctional Industries Association or other state CIs to cross-train at their worksites with their admin/mgrs. Tour other state CIs. Perhaps they have something we can learn from

4.6 Collaborate with the ADCRR Office of Strategy, Sustainability, and Research for a recidivism study, to be updated annually, of ACI workers compared with the recidivism rate of all other ADCRR incarcerated individuals