AZ DEPARTMENT OF CORRECTIONS, REHABILITATION & REENTRY

2025 AGENCY 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 Foster a culture of continuous learning, collaboration, and engagement by enhancing professional development opportunities and strengthening team dynamics to improve effectiveness

1.2 Continue deploying staff professional development academies focused on core job responsibilities, personal growth, and modern correctional practices

1.3 Increase leadership growth opportunities by 20% through development and implementation focused on supervisor mentorship programs, advanced leadership training, and promotional preparation efforts

1.4 Emphasize and encourage consistent communication and information-sharing across the Department and between divisions through targeted town halls and new division-specific communication forums

1.5 Prioritize clear, respectful, person-centered communication across ADCRR by implementing an initiative to create a more respectful and supportive culture, enhance staff and individual interactions, and align communication strategies with modern correctional practices

1.6 Increase staff's awareness and engagement with wellness-based resources, including EAP and HIP initiatives

1.7 Implement a smoke-free initiative, eliminating smoking across ADCRR, promoting overall wellness and a healthier environment while aligning with public health best practices

1.8 Reimagine ADCRR's Correctional Officer Training Academy (COTA), ensuring new cadet training addresses the priorities of the Department and best correctional practices

1.9 Sustain the early success of the 2024 security series Field Training Officer and Evaluation Program by fully implementing the program at all prison complexes and increasing participation by 15%

1.10 Target staff wellness and support strategies using staff survey results and information

1.11 Transition from sanction-focused staff accountability to a balanced, wellness, and coaching-focused staff accountability

1.12 Promote an expanded use of 'on the spot' recognitions, team building activities, and other staff-suggested strategies to strengthen staff retention

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

2.1 Implement the Ohio Risk Assessment System (ORAS) to guide meaningful programming placement, individualized case management services, and community reentry

2.2 Further implement housing and custody strategies to improve the management, health, and safe integration of the inmate population

2.3 Align detention and restrictive housing practices with modern correctional standards to prioritize safety, ensure transparency, and promote fairness and rehabilitation

2.4 Decrease the Department's use of detention housing for protective custody placements by 15%

2.5 Reimagine the systemic role of the Pima Reentry Center (PRC) and Maricopa Reentry Center (MRC) in supporting safe transition services in the community, increasing bed utilization by 25% at each Center

2.6 Expand the size, scope, and impact of the Contraband Interdiction Task Force (CITF), including the implementation of mail scanning services in at least 50% of housing units

2.7 Establish the Violence Reduction Task Force, focused on strengthening housing placement decisions to improve safety, security, and daily operations

2.8 Implement the results and recommendations of the Classification Workgroup, following the completion of the pilot program and evaluation phase

2.9 Strengthen volunteer partnerships and services in prisons and in community offices, increasing the number of approved volunteers by at least 50 volunteers

2.10 Expand access to education, apprenticeship, and workforce development programs aiming to reduce recidivism by providing individuals with the skills and tools for successful reentry

2.11 Implement co-led educational, vocational, and rehabilitative programs facilitated by staff and the population together fostering mutual respect, communication, skill-building, and rehabilitation

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

3.1 Continue demonstrating progress towards substantial compliance in *Jensen v. Thornell*

3.2 Expand the Department's emergency preparedness through regular and meaningful division-specific and statewide exercises

3.3 Reimagine the prison visitation process to streamline access, enhance security protocols, and promote meaningful interactions

3.4 Implement absconder reduction strategies, aiming to reduce community reentry absconding behavior by 10%

3.5 Implement, train, and coach case management principles and reentry planning techniques for correctional officer case management staff

3.6 Increase the role and utilization of peer support specialists across all prison housing units and populations, ensuring integration into service delivery and support, enhancing individual engagements, and supporting staff efforts

3.7 Create a feasible plan for increasing the effectiveness of the Transition Program, improving the program's successful completion rate by 15%

3.8 Implement community reentry supervision strategies focusing on staff training and wellness, community partnerships, and increasing outcomes to promote individual success and wellbeing

3.9 Evolve Arizona Corrections Industries (ACI) into a workforce training hub, in concert with Education, Programs, and Community Reentry (EPCR), to increase employability opportunities for incarcerated individuals prior to and upon release from prison

Goal 4: Achieve Modernization & Sustainability of Practices & Resources

4.1 Emphasize and promote workplace efficiency by leveraging technology and automation

4.2 Implement a meaningful policy revision process that promotes active involvement of staff and leadership, implements efficiencies, and ensures clarity, fairness, and effectiveness

4.3 Further automate *Jensen*-related data collection strategies

4.4 Implement real-time, rapid deployment of teams to address facility maintenance and repair

4.5 Develop and implement a meaningful and timely use of force review process, emphasizing proper practices through coaching and support for staff

4.6 Consolidate central office staff and resources into one headquarters location

4.7 Modernize the inmate grievance and disciplinary processes, developing practices that are efficient and timely, meaningful, and measurable

4.8 Reimagine the recruitment and hiring process for new employees, focusing on efficiency, attracting qualified candidates, and shortening the timeline-to-hire (to under 30 days) to better meet operational needs and support workforce growth

4.9 Redesign the employee promotional process to ensure transparency and alignment with the Department's mission, vision, and principles

4.10 Efficiently invest in ADCRR's aging infrastructure to preserve safety, security, and usefulness

4.11 Sustain the Department's implementation of the Extreme Heat Safety and Relief Strategy

4.12 Enhance the grant review process, adding innovation and modernization, ensuring optimization of opportunities aimed to support the Department

4.13 Develop and implement a public-facing records portal for easier access to inmate education records, certifications, and training documentation following release and reentry into the community