



DEPARTMENT OF **CORRECTIONS,** REHABILITATION & REENTRY

2025 FACILITIES MANAGEMENT DIVISION 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 Improve staff engagement and well-being by optimizing workplace facilities and support systems
 - 1.1.1 Invest in wellness programs, including improving air quality, lighting, and overall workspace aesthetics
 - 1.1.2 Regularly update staff on changes in facility policies that impact their daily work (e.g., health and safety measures, workspaces)
 - 1.1.3 Conduct regular surveys to understand staff needs, preferences, and concerns regarding the workplace environment (e.g., ergonomics, lighting, temperature, office space)

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

- 2.1 Foster stronger partnerships with other divisions to ensure that Facilities' goals align with overall organizational success
 - 2.1.1 Schedule monthly or quarterly cross-divisional meetings to discuss shared goals and challenges (e.g. IT, HR, Operations)
 - 2.1.2 Work with Operations to ensure the physical spaces align with organizational growth, including designing scalable workspaces and accommodating new staff needs
 - 2.1.3 Collaborate with Reentry in sharing and tracking information on inmate employment based on facilities' work programs. Share insights and feedback with employers and contractors to make sure Facilities' programming is optimized

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

- 3.1 Engage with other divisions and outside agencies for meaningful processes to improve emergency response and community care
 - 3.1.1 Optimize Jensen related projects and improve time-sensitive completion needs
 - 3.1.2 Develop and implement Facilities' related exercises that will improve emergency response times. For example, emergency generator exercising, testing, review, and monitoring of Security and Life Safety systems
 - 3.1.3 Collaborate with Homeland Security and ADCRR Information Technology on domestic and wastewater cyber security

Goal 4: Achieve Modernization & Sustainability of Practices & Resources

- 4.1 Transition to sustainable, modern practices and optimize resource utilization to promote environmental, social, and economic sustainability
 - 4.1.1 Implement a Specialized Maintenance and Repair Team (SMART) that will respond to disruptions and maintenance-related issues, allowing on-site staff to focus on other pressing priorities
 - 4.1.2 Recruit, organize, and provide comprehensive training to incarcerated individuals, empowering them to perform essential maintenance tasks. Develop valuable job skills, enhance facility upkeep, and contribute to rehabilitation by offering hands-on experience in maintenance and repair work
 - 4.1.3 Upgrade facilities, transportation, and operational processes to align with modern, eco-friendly standards while fostering a culture of sustainability. Provide ongoing training and raise awareness about sustainable practices for employees, stakeholders, and the community, ensuring long-term environmental benefits and collective commitment to sustainability
 - 4.1.4 Ensure the effective execution of the Department's Extreme Heat Safety and Relief Strategy through the prompt deployment of emergency mobile HVAC units and the establishment of cooling relief stations.