



# DEPARTMENT OF **CORRECTIONS,** REHABILITATION & REENTRY

## 2025 OFFICE OF THE GENERAL COUNSEL 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

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

- 1.1 Create and deploy cross-training opportunities for staff in the Office of the General Counsel to promote workflow efficiency and development
- 1.2 Empower OGC staff to take increased ownership and pride in their roles, and provide leadership and training opportunities to support this
- 1.3 Create a public-facing dashboard for authorized and non-authorized vendors to increase transparency and accountability to the public and population

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

- 2.1. Develop and implement a public-facing portal to retrieve inmate education records, certifications, and trainings while in ADCRR to eliminate barriers and reduce recidivism

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

- 3.1 Develop and implement a Language Access Plan and train ADCRR staff on the same
- 3.2 Achieve substantial compliance towards *Jensen v. Thornell*
- 3.3 Improve tracking and providing accommodations and services for ADA-qualified inmates with hearing impairments

## **Goal 4: Achieve Modernization & Sustainability of Practices & Resources**

- 4.1 Review, revise, and implement process improvements to the Policy Review Process and implementation of Department Orders to ensure a more meaningful and efficient review
- 4.2 Develop and implement improvements to the Grievance and Discipline process to make the process more meaningful and interactive. This would include any necessary changes to Department Orders, training for field staff, and more accurate data collection and monthly reporting