

**Statewide Vision:** An Arizona for everyone

**Agency Vision :** Reimagining Corrections

**Agency Mission:** Our Mission is to enhance public safety across Arizona through modern, effective correctional practices and meaningful engagements.

**Agency Description:** The Arizona Department of Corrections, Rehabilitation, and Reentry is committed to enhancing public safety throughout Arizona. Our mission is rooted in the adoption of modern, effective correctional practices and fostering meaningful engagements within the community. With a vision that centers around "Reimagining Corrections," we aim to transform the traditional power and control mentality into one that prioritizes respect, rapport, and active engagement.

Guided by a set of principles that define our approach, we are dedicated to consistently delivering a perfect effort in all aspects of our work. Our commitment extends to the transformation of correctional practices, placing emphasis on the development of our staff to ensure meaningful performance and positive outcomes. We recognize the importance of responsiveness, effective communication, and responsible service to the public and population we serve.

In our pursuit of excellence, we strive to develop solutions that not only address immediate challenges but also promote systemic wellness. Our focus on transparency, accountability, and humanity underlines every initiative we undertake, ensuring that our actions align with the highest standards of ethical conduct.

**Resource Assumptions:** Resource Assumptions: Enter Full-Time Employees (FTEs) and funding data by type (General fund (GF), other appropriated funds (AF), non-appropriated funds (NAF), and federal funds (FED). Includes three years with actuals reflected for first year and approved for second and third year.

<u>FY</u>	<u>FTEs</u>	<u>Funding:</u>	<u>GF</u>	<u>AF</u>	<u>NAF</u>	<u>Total</u>
23	9,806		\$1,374,848.5	\$45,202.4	\$109,052.6	\$1,529,103.6
24	9,806		\$1,483,523.7	\$57,795.8	\$93,968.3	\$1,635,287.8
25	9,806		\$1,659,835.0	\$54,189.1	\$87,616.6	\$1,801,640.7

\*Total reflects GF + AF + NAF. FED funding shown is broken out from NAF.

**Executive Summary:** The Arizona Department of Corrections, Rehabilitation and Reentry (ADCRR) is embarking on a comprehensive strategy to achieve its goals, outlined in four key areas of focus. First to **Build a Meaningful Organizational Culture & Promote the Development of a Team.** ADCRR aims to foster a robust organizational culture through initiatives such as cross-division communication, staff training academies, and the implementation of a Staff Wellness Committee. The revamping of the Correctional Officer Training Academy (COTA) and the deployment of modern training methodologies underscore the commitment to professional development and staff well-being. Second ADCRR will **Create and Implement Optimal Population Management & Progression Strategies.** Within this Objective ADCRR is dedicated to enhancing population management strategies. This includes the creation of a Restrictive Housing Placement Program, strengthening Tribal Relations, and implementing recommendations from the Classification Workgroup. The agency is also focused on community engagement through volunteer partnerships, art therapy programs, and expanding correctional education initiatives. Thirdly they will **Deploy Quality Service Delivery & Continuity of Care in Complexes & Communities.** ADCRR is committed to providing quality services and continuity of care. This involves the implementation of a modern risk and needs assessment, community reentry case management software, and the expansion of Veteran’s services. Initiatives like the Community Mother and Child Bonding program and compliance with legal agreements demonstrate the agency’s dedication to achieving positive outcomes for diverse populations. Finally **Achieve Modernization & Sustainability of Practices & Resources.** To modernize and ensure sustainability, the ADCRR plans to invest in aging infrastructure, practice fiscal responsibility, and assess security measures. The agency aims to pilot the use of tablets by correctional officers, strengthen security practices, and modernize safety strategies. Initiatives such as expanding Internet capabilities and evaluating recruitment strategies highlight a commitment to staying at the forefront of technology and resource management. Through these strategic goals and initiatives, the agency’s comprehensive approach reflects a commitment to continuous improvement and the well-being of both staff and the populations it serves.

**Recommendation:**

- Embedded*
- Reduction of Recidivism
  - Compliance with Court orders and mandates
  - Affordable thriving economy
  - Homelessness (not as an initiatives as of yet)

*Postponed*  
 -90 day inreach with AHCCCS

Summary of 5-Year Agency Outcomes

#	Agency Five-Year Outcomes	Start Year	Linked to Gov. Priority Outcome?	Progress / Status
1	Improve the day to day operations by reducing vacancies 15% as of June 2029, through organizational cultural changes.	FY24	N/A	Our current correctional officer vacancy rate is 17.92% (1,061/5922), this impacts the day to day operations. Through conversation and research, it is apparent that factors beyond salary such as workplace environment, growth opportunities and the quality of training and leadership all play a important role in influencing our staffs tenure. ADCRR is committed to enhancing it organizational culture through focusing on recruitment, retention, and overall job satisfaction. Prioritizing staff development initiatives, fostering communications, and creating partnerships all while creating opportunities for continued development, and quality of work.
2	By June 2029, we will decrease the 3 year recidivism rates by 10%.	FY24	Public Safety, Border Security, and Corrections  Reduce Recidivism	Our primary role in corrections is to help correct and rehabilitate those that come into our custody. Reducing recidivism is beyond preventing the return of an offender its implementing strategies and programs to help improve the quality of character and decisions our incarcerated population make in the future outside of our facilities. Efforts have been focused on advancing Optimal Population Management & Progression Strategies by expanding opportunities for proven preventative measures through increased accessibility to educational programs, developing and implementing adequate case management software system, and formalizing and expanding services and resource connections.
3	100% compliance with all court orders and mandates by June 2029.	FY24	Public Safety, Border Security, and Corrections  Constitutional Compliance	We continue to make progress towards this objective by actively deploying Quality Service Delivery & Continuity of Care in Complexes & Communities. Specifically, efforts are focused on attaining and maintaining substantial compliance with court orders and mandates through ensuring the hiring of sufficient staffing, implementation of necessary healthcare services, and improving conditions of confinement.
4	By June 2029, we will ensure 100% of eligible releasing inmates are connected with acceptable services within 30 days of release.	FY24	Public Safety, Border Security, and Corrections  Reduce Recidivism	We are continuing to make progress towards our goal, with a solid foundation established and promising results. ADCRR's Continued dedication and collaboration is key to achieving 100% connection to qualifying services for all eligible releasing inmates, ensuring a positive impact on the economy and the well-being of our communities.

Outcome #	FY25 Annual Objectives	Objective Metrics	Annual Initiatives
<p>1) Improve the day to day operations by reducing vacancies 15% as of June 2029, through organizational cultural changes.</p>	<p>1.1 ) Decrease vacancy rate for COII positions 5% by June 2025</p>	<ul style="list-style-type: none"> <li>• Staff Recruitment (Monthly Hiring)</li> <li>• <b>COII Regrettable Attrition</b></li> <li>• <b>COII Vacancy Rate</b></li> <li>• Number of staff assaults per 1,000 inmates</li> </ul>	<p><b>Build a meaningful organizational culture and promote the development of team</b></p> <p>1.1.a) Promote and demonstrate cross-division communications, planning, and teamwork</p> <p>1.1.b) Create and deploy Staff Training Academies and Agency Learning Cohorts to promote professional preparation and development</p> <p>1.1.c) Deploy the Staff Wellness Committee to implement strategies promoting staff safety, health, and work satisfaction</p> <p>1.1.d) Revamp the Correctional Officer Training Academy (COTA), ensuring new cadet training addresses the priorities and practices of ADCRR</p>
<p>2) By June 2029, we will decrease the 3 year recidivism rates by 10%.</p>	<p>2.1) Reduce the number of active absconders 10% by June 2025</p>	<ul style="list-style-type: none"> <li>• One Year Recidivism Rates</li> <li>• <b>Three year Recidivism Rates</b></li> <li>• Number of active major programs and education</li> <li>• Number of industry-recognized certificates</li> <li>• <b>Total active absconders</b></li> <li>• % of those released to Community Reentry Homeless</li> </ul>	<p><b>Create and Implement Optimal Population Management &amp; Progression Strategies</b></p> <p>2.1.a) Implement a risk and needs assessment instrument</p> <p>2.1.b) Expand Pell-funded correctional education programs for broader accessibility</p> <p>2.1.c) Redeploy vocational training/career-technical education programs with partner schools and employers, using industry-recognized certification standards, to prepare for community reentry</p> <p>2.1.d) Develop and implement a community reentry case management software system</p> <p>2.1.e) Improve Community Reentry Officers Approach and Processes when communicating with vendors and offenders reducing those released homeless and increasing the communication with released offenders</p> <p>2.1.f) Formalize and expand Veteran’s services and resource connections</p>
<p>3) 100% compliance with all court orders and mandates by June 2029.</p>	<p>3.1) Increase the number of filled healthcare positions 10% by June 2025</p>	<ul style="list-style-type: none"> <li>• Number of filled HC positions (CHP FTE and PRN resource pool)</li> <li>• % of active Medication assisted treatment</li> <li>• % of Hep C Treatment received</li> <li>• Restrictive Status housing (Max Custody) Total population per month</li> <li>• Average length of stay in Restrictive housing</li> </ul>	<p><b>Deploy Quality Service Delivery &amp; Continuity of Care in Complexes &amp; Communities</b></p> <p>3.1.a) Achieve substantial compliance towards Jensen v. Thornell, ensuring treatment requirements being addressed</p> <p>3.1.b) Maintain compliance with US DOJ's and ADCRR voluntary Agreement for Low Vision and Blind Services</p>
<p>4) By June 2029, we will ensure 100% of eligible releasing inmates are connected with acceptable services within 30 days of release.</p>	<p>4.1) Increase post-released job placement for those of Community Supervision 13% by June 2026 (Breakthrough)</p>	<ul style="list-style-type: none"> <li>• Percent of inmates released connected with Social Security Administration</li> <li>• <b>Employment rate post-release</b></li> </ul>	<p>4.1.a) Further Expand Reach in program</p> <p>4.1.b) Conduct more resource fairs</p> <p>4.1.c) Partnering with DES (AZ@Works) and others organizations</p>

**Stakeholder Engagement Plan:**

**Internal:**

Our engagement plan involves regular meeting with team members, managers and executive staff. There are progress meetings taking place, allowing all levels of stakeholders to communicate, support one another, and provide strategic direction. Some examples of this engagement include:

- Ongoing project steering committee meetings
- Monthly operation reviews
- Quarterly Roadmap updates
- Regular meetings with Agency division leadership

**External:**

Our external stakeholders are also involved in meetings this would include partners such as the plaintiffs, court monitors and judge, and vendors. Some examples of this engagement include:

- Regular communications with Plaintiffs and Court Monitors
- Oversight and compliance meetings with the Judge
- Monthly Operations reviews with Vendor

**Communication Plan:**

**Internal:**

Our Strategic plan will be communicated to the internally through various manners, some examples of this communication plan include:

- Webpage vision and mission page plan published <https://corrections.az.gov/mission-and-vision>
- Directors Message regularly shared with team
- Virtual town halls
- Continued communication from our comms team to the field
- Regular visits to different locations to speak to staff
- Division leaders have established their own communication plans to their teams linking the connection between plan and daily work activities
- Operation reviews tailored to support

**External:**

Our communication plan for those external to the Agency through the means listed below:

- Webpage vision and mission page plan published <https://corrections.az.gov/mission-and-vision>
- ADCRR leadership is actively engaging in public forums and conferences to share the vision, mission, and strategic plan
- Public announcements and press releases as necessary from our Media team