



**ARIZONA DEPARTMENT OF
CORRECTIONS**

**FIVE-YEAR STRATEGIC PLAN
FY 2018 to FY 2022**

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EXECUTIVE SUMMARY

The Arizona Department of Corrections (Department) has a Fiscal Year (FY) 2017 appropriated operating budget of \$1,097,152,600 and 9,541 authorized Full-Time Equivalent (FTE) positions, 83% of which are Correctional Officers and security staff. The Department serves and protects the people of the state of Arizona by incarcerating inmates in correctional facilities and supervising conditionally released offenders in the community. During incarceration, medical care and other health care and welfare services are provided to inmates. In addition, programs such as work, education, training, substance abuse treatment, sex offender treatment, and spiritual services are provided to inmates to promote employability, literacy, sobriety, and accountability to crime victims and to increase the likelihood that released inmates will become law-abiding citizens upon release.

In looking at the opportunities and challenges facing Arizona in the next five years, the Department has identified six strategic issues that align with the Department's vision and mission and focus the Department's long-term strategic direction through corresponding Goals, Objectives, and Performance Measures.

AGENCY STRATEGIC ISSUES

Strategic Issue 1: Managing Growth and Change in the Inmate Population

Strategic Issue 2: Build an Engaged and Skilled Workforce through Onboarding, Employee Development, and Staff Retention

Strategic Issue 3: Ensuring the Provision of Statutorily Required Inmate Health Care

Strategic Issue 4: Integrating Technology and Service Delivery in Support of Knowledge Management, Business Intelligence, and Process Efficiency

Strategic Issue 5: Reducing Recidivism through Improved Offender Transition and Re-Entry Support

Strategic Issue 6: Strengthening Agency Communications and Community Relations

AGENCY GOALS

Goal 1: To maintain effective custody and control over inmates in an environment that is safe, secure, and humane.

Goal 2: To require inmate participation in self-improvement programming opportunities and services based on their identified risks and needs.

Goal 3: To provide the inmate population with statutorily required medical, dental, and mental health services through a private vendor that is monitored by the Department for contract compliance and quality of care.

Goal 4: To provide effective community supervision of offenders, facilitate their successful transition from prison to the community, and return offenders to prison when necessary to protect the public.

- Goal 5:** To provide leadership, support, and resources that enable Department employees to perform their duties and achieve professional excellence and to ensure that the Department is responsive to internal and external stakeholders.
- Goal 6:** To provide victim services and restorative justice programs that assist inmates in making positive contributions to the community.

FIVE-YEAR STRATEGIC PLAN

AGENCY VISION

Safer communities through effective corrections.

AGENCY MISSION

To serve and protect the people of Arizona by securely incarcerating convicted felons, by providing structured programming designed to support inmate accountability and successful community reintegration, and by providing effective supervision for those offenders conditionally released from prison.

AGENCY DESCRIPTION

The Arizona Department of Corrections (Department) was established pursuant to Laws 1968, Chapter 198 (A.R.S. §41-1601, et. seq.) by consolidating independently operated prisons into a single department and authorizing the Department to “provide the supervisory staff and administrative functions at the state level of all matters relating to the institutionalization, rehabilitation and community supervision functions of all adult offenders.”

The Department serves and protects the people of the state of Arizona by incarcerating inmates in correctional facilities and supervising conditionally released offenders in the community. During incarceration, health care and welfare services are provided to inmates including medical, dental, and mental health. In addition, programs such as work, education, training, substance abuse treatment, sex offender treatment, and spiritual services are provided to inmates to promote employability, literacy, sobriety, and accountability to crime victims and to increase the likelihood that released inmates will become law-abiding citizens upon release.

In the community, the Department supervises offenders released from prison to serve the remainder of their sentence on community supervision. The Department ensures the accurate release, effective re-entry, transition, and supervision of released offenders utilizing a continuum of supervision services, strategies, evidence-based programs, and meaningful incentives and sanctions. The Department also facilitates the swift return to custody of those offenders who violate conditions of supervision and who represent a serious threat to the safety of the community.

AGENCY CORE VALUES

- P = Professionalism:** Modeling the ideal
- R = Responsibility:** Owning your actions
- I = Integrity:** Doing the right thing
- C = Courage:** Taking action despite fear
- E = Efficiency:** Making every action count

AGENCY GUIDING PRINCIPLES

- We have the legal and operational responsibility to be accountable and responsive to the judicial, legislative, and executive branches of government; to our employees; to inmates; and most importantly, to the citizens of Arizona.
- We value honesty and integrity in our relationships, and we place a high priority on quality of services and development of teamwork, trust, and open communication.
- We make fiscally sound, measurable decisions, and respond effectively to the changing demands placed upon the agency by stakeholders, citizens, and their representatives.
- We maintain an environment that is humane and equitable to both employees and inmates, utilizing a grievance and disciplinary system that is consistently administered and fosters due process.
- We develop, encourage, recognize, and reward professional performance and growth by employees at all levels.

ARIZONA MANAGEMENT SYSTEM (AMS)

The Governor has established the expectation that Arizona will provide “Government at the Speed of Business.” Performance improvements focus on deciding faster, responding faster, resolving faster, providing more online services, and saving tax dollars. Through ongoing implementation of the Arizona Management System (AMS), the Department of Corrections is actively supporting the Governor’s vision of a modernized, streamlined, and results-driven government that puts meeting customer needs at the forefront of decision-making. The Department is participating in a number of statewide initiatives designed to reach state-level goals through multi-agency collaboration.

In addition, the Department is undertaking a transformation that will comprehensively identify key agency goals, processes, sub-processes, and measures of success. The resulting alignment of purpose and action will allow the Department to achieve greater results while never losing sight of its primary mission to operate safe, secure, and orderly prisons. The Department intends to model and lead results-driven government in corrections through its work on the Strategic Issues discussed below. Each issue is being approached through the lens of AMS, to ensure a people-centered, enterprise approach to quality, efficiency, and mission accomplishment in support of the Governor’s vision for Arizona.

AGENCY STRATEGIC ISSUES

STRATEGIC ISSUE 1: Managing Growth and Change in the Inmate Population

Historically, the inmate population increased from an average daily population of 26,579 in FY 2001 to 42,743 in FY 2016 (a 60.8% increase). After consistent inmate population growth from FY 2001 to FY 2010, with a monthly average growth rate of 117 inmates, the inmate population declined by a total of 600 inmates during FY 2011 and FY 2012. Inmate population growth returned during FY 2013, increasing by 809 inmates in FY 2013; 1,087 during FY 2014; and 838 during FY 2015. Growth slowed to 291 during FY 2016, with a projected net growth of only 360 for each of the next two fiscal years. The Department housed 42,902 convicted felons at the end of FY 2016.

Despite the slowed growth of the prison population overall, specific segments of the population continue to experience rapid growth (such as medium and close custody, detention, and females), requiring an ongoing prioritization of bed plan forecasting and optimal placement and management of specific populations. The Department must manage the inmate population and maximize accessibility to inmate programming and services, while ensuring the safety of the public, staff, and inmates.

Refined strategies for management of multiple populations, such as Restrictive Status Housing and Close Management, have been implemented to manage close and maximum custody inmates, including those with mental health challenges. Specific initiatives for this year targeted meeting the needs of maximum custody and Severely Mentally Ill inmates through additional treatment, programs, and out-of-cell time. During FY 2016, the Department implemented an Integrated Housing Program designed to teach and promote racial and ethnic tolerance among inmates by assigning inmates to integrated housing placements and offering educational classes when warranted. The intention is to enhance rehabilitation by mirroring real world living situations, while maintaining safety and security interests. The program will expand by custody level over the next six years. Successful completion of these programs provides avenues for inmates to achieve less restrictive housing assignments and support rehabilitation. Monitored and guided by staff, the programs support a safe and productive environment for both staff and inmates by addressing inmate needs and assisting inmates in better decision-making.

To optimize the benefit of inmate programs, the Department underwent a major reorganization in FY 2016 to create the Division of Inmate Programs and Reentry. The newly defined division focuses on ensuring that inmates are placed in evidence-based programs geared toward their individual needs, risk scores, and custody level, from the time of initial assessment at reception, during incarceration, and upon transition to release to community supervision. The new structure reflects increased emphasis on preparing inmates for successful return to our communities and increases coordination of services to support the best use of taxpayer resources. One project underway is designed to ensure that inmates at high risk to recidivate complete target programs to reduce that risk. Additional modifications to staff schedules will be implemented to increase staffing resources for program delivery, as well as enhancements to program access through closed circuit channels at the prisons. Continued refinement of the program audit process will serve as the foundation for continuous improvement of the quality and consistent delivery of required programs.

STRATEGIC ISSUE 2: Build an Engaged and Skilled Workforce through Onboarding, Employee Development, and Staff Retention

The Department faces the challenge of recruiting for a demanding job that is under-compensated in an improving economy, where the job market often lacks applicants interested in corrections work, especially in rural locations. Nationwide, correctional facilities are experiencing severe staffing shortages, and states such as Wisconsin and Georgia have initiated significant pay packages to address recruitment, onboarding, and retention challenges. While 1,180 Correctional Officers (COs) were hired in FY 2016, 1,190 COs left. The constant turnover among COs creates an ongoing and expensive cycle of recruitment and training.

Increasingly, the Department also loses many seasoned staff to retirement. This trend is expected to intensify in the future, as more than 60% of the Department's high-level management staff is 50 or older. The loss of these leaders significantly diminishes the Department's capacity for grooming and mentoring junior staff to assume more responsible roles. As seasoned leaders exit, the Department also loses considerable agency knowledge and leadership acumen.

As a result, the Department must address staffing issues from multiple points in the employee life cycle, particularly with respect to CO and security staff, which represents approximately 85% of the agency's workforce. The CO hiring process was the subject of a Lean project, to increase candidate

retention by reducing the average hiring process time. The initial results were significant, reducing the time between application to job offer and acceptance from an average of 120 days to 60 days. Continued refinement of this process has resulted in a further decrease in the average to less than 50 days.

The Department also seeks to enhance its onboarding, employee development, and retention systems to ensure a skilled and well-trained work force. Specific initiatives will be undertaken to engage new employees and improve the relationship between first-line supervisors and subordinates through an improved leadership training series. One key initiative is an enhanced Field Training Officer (FTO) program being piloted for newly hired COs. Career advisement, informal mentoring, and cross-training are other elements of a comprehensive employee retention plan. Coupled with tools such as the annual Employee Engagement Survey, these programs reflect the Department's commitment to a developed and engaged workforce.

To ensure a seamless transition to the next generation of leaders, the Department has undertaken significant work on a formal succession plan. The succession plan will identify potential leadership talent, pinpoint developmental needs, and continually assess the Department's "bank" of skills among its up-and-coming management.

STRATEGIC ISSUE 3: Ensuring the Provision of Statutorily Required Inmate Health Care

The Department ensures the provision of health care to inmates, including medical, dental, and mental health services. The Department's primary emphasis with respect to inmate health care is to ensure contract compliance and the delivery of quality health care through ongoing monitoring by the Health Services Contract Monitoring Bureau (HSCMB) and continuous collaboration with Corizon, the contracted vendor.

The Department is being challenged by external sources on issues related to inmate medical, mental health, and dental services; medication management; timely access to medical care, and conditions of confinement. A two-year class action litigation process reached a milestone in February 2015, when the Department entered into a Stipulation Agreement with the American Civil Liberties Union (ACLU) and Prison Law Office (PLO) in the Parsons vs. Ryan lawsuit. The terms of the Stipulation Agreement will be monitored for compliance over a four-year period through a combination of site visits by the plaintiffs, monthly reports from Corizon, and monthly Compliance Green-Amber-Red (CGAR) reports from the HSCMB.

Efforts are underway to provide more effective methods to monitor the provision of health care. These initiatives include further clarifying expectations and procedures by finalizing and publishing policies and technical manuals related to medical care. The Department will actively work to enhance communication between the HSCMB and Corizon through regularly scheduled meetings, with emphasis on a collaborative approach to solving problems. Areas under review are staffing, equipment needs, and availability and utilization of specialty beds identified for inmates with significant medical needs. Continuing attention will be given to ongoing enhancements to the Electronic Health Record (EHR), which will facilitate access to current health information and reporting requirements under the Stipulation Agreement.

STRATEGIC ISSUE 4: Integrating Technology and Service Delivery in Support of Knowledge Management, Business Intelligence, and Process Efficiency

Information Technology has been rapidly evolving in numerous areas that affect the Department. Many of the newer technologies are merging what used to be separate software and equipment (e.g. phones, servers, locking systems software, etc.). As technology evolves, the Department experiences a greater need to acquire and implement the new tools to carry out its mission in a safe, secure,

efficient, and effective manner. Further, the new technologies must be well researched and considered at an “enterprise” level, ensuring that the many different facets of Department operations are integrated with the new solutions. Technology must also be supported by sufficient resources (time, staff, and funding) to successfully complete projects in an agency the Department’s size.

The Department needs to ensure that technological systems and services support the collection of accurate data and the timely analysis of data. This will allow us to enhance knowledge and expertise on which to base business decisions. Viable technology, process automation, records management, system integration, and secure information systems that are efficient, effective, standardized, easy to use, and supported by training are essential to the ability of the Department to continue to effectively carry out its mission and meet its responsibility to the public. With viable hardware and software solutions, integrated platforms, and automated processes in place, the Department can provide appropriate services in an efficient and effective manner.

To address this strategic issue, the Department will continue to move forward with the multi-year replacement of its antiquated inmate information system (AIMS) and enhancement of interface between different systems to improve data quality, retrieval, and efficiency. The Department will also prepare for an influx of data from the improved systems by employing Data Management tools, structures, and an administration team to provide accurate data in a timely manner. The Department will continue to collaborate with ADOA ASET on increasing IT security, while contributing to overall State savings. Finally, the Department will explore collaboration tools to increase communication and facilitate interaction among organizational areas and work teams throughout the agency.

STRATEGIC ISSUE 5: Reducing Recidivism through Improved Offender Transition and Re-Entry Support

The current recidivism rate for Arizona inmates is 39.8%, including new felony convictions (2,893, 20.6% and technical violations of conditions of supervision 2,694, 19.2%). To reduce recidivism, the Department is focusing on strategies for strengthening community re-entry efforts. Creation of the Division of Inmate Programs and Reentry promotes optimal alignment and delivery of inmate programs during incarceration and prior to release, in proactive support of successful transition. Initiatives include the expansion of re-entry classes to maximum custody institutional units, addition of pre-release meetings, and opportunities for video visitation. These efforts complement established institutional support and treatment programs by presenting information and strategies that address the barriers and challenges associated with transitioning from prison to the community.

In FY 2016, technical violators of community supervision represented approximately 18.0% of annual prison admissions. With a specific goal of reducing recidivism due to technical violations, the Department opened the Pima Reentry Center (PRC) in Pima County in December, 2012. PRC introduced additional sanctions, interventions, and services, including temporary housing for inmates released to homelessness, a factor that increases the risk of recidivism. Temporary housing is also available to sex offenders on community supervision, a group that poses unique challenges for the Department and is of particular concern to the public. As 59% of releases to community supervision are to Maricopa County, the Department will establish the Maricopa Reentry Center (MRC) in early FY 2017. MRC will offer the same services and intermediate intervention options as PRC, to assist in lowering the rate of technical violators returned to custody. The Department will also explore alternatives to curtail technical violations that are the result of offenders absconding from supervision.

The Department will continue to support and assist local community-initiated re-entry programs and create or strengthen community partnerships that provide offenders with employment, treatment, and housing opportunities. These programs have the potential to reduce recidivism by better preparing and assisting the thousands of offenders who are released annually back to the community.

STRATEGIC ISSUE 6: Strengthening Agency Communications and Community Relations

The mission and responsibilities of the Department are sometimes misunderstood by community stakeholders (i.e., media, elected officials, and the public). As a result, expectations may not align with the Department's actual capabilities or functions. Geographic dispersion, a 24/7 work schedule, and operational nature of the majority of employee positions present challenges to delivering frequent and consistent information and messaging to Department employees. The nature of a corrections operation places reactive demands on the Department's internal and external communications, which can hamper efforts to promote a more positive perception, thus requiring greater emphasis on proactive messaging. Further, negative incidents too often overshadow the good, meaningful work and significant contributions of the Department and its employees to the State of Arizona and its communities, hindering both employee morale and public relations.

The Department's communications focus on promoting proactive, positive messaging of key issues and events whenever possible; strengthening the agency's relationship with and image in the community; enhancing communications systems and methods; and increasing the engagement and support of employees and stakeholders. The Department is committed to transparency and accountability through sharing information with elected officials, stakeholders, and community partners and by responding to information inquiries and records requests. This year, the Department will continue its efforts to leverage social media to reach a broader audience. In addition, significant effort will be concentrated on change management communication related to the successful implementation of the Arizona Management System throughout the Department.

STATEWIDE PERFORMANCE MEASURES

As part of the integrated and collaborative leadership created by the AMS, the Governor's Office has adopted the following performance metrics across all state agencies. Definitions, actuals, and targets are under development at the statewide and agency levels.

- Number of Agency FTE Count
- Number of Regrettable Attrition
- Percent of Services Online
- Percent of Arizona Management System Adoption
- Number of Breakthroughs Achieved
- Number of Administrative Rules Improved

AGENCY PERFORMANCE MEASURES

This year's plan reflects the in-progress transition from current performance measurement philosophy and reporting to AMS. The Department is conducting a structured analysis of measures to ensure that data collected and resulting information are useful to the Department in its day-to-day operations, as well as long-term continuous improvement.

As of the end of FY 2016, these discussions and decisions are ongoing. As a result, the performance measures reported in this plan will generally fall into one of three categories:

- New measure requested by the Governor's Office and/or Department leadership (bold and shaded in gray; FY 2016 Actual is based on data collected from February through June 2016; includes estimate for FY 2018)
- Existing measure to be retained at the statewide and/or agency level (shaded in gray, includes estimate for FY 2018)
- Existing measure that will be reported at a different level of the organization – Division, institution, etc. - combined to contribute to agency mission measures (no bold, no shading, and no estimates for FY 2018)

Another anticipated outcome of the analysis is discontinuation of measures that are no longer useful to the agency in performance assessment and/or decision-making.

AGENCY GOAL 1 – SAFETY AND SECURITY

Goal 1: To maintain effective custody and control over inmates in an environment that is safe, secure and humane.

Objective 1: To safeguard the public, staff, and inmates through the efficient, safe, and secure operation of prisons.

Performance Measures	FY 2016 Actual	FY 2017 Estimate
Number of escapes of inmates from any location	1	0
Percent of inmate on staff assaults resulting in staff injury	6.10%	2.00%
Number of major rule violations per 1,000 inmates per average daily population	616	----
Number of inmate on staff assaults per 1,000 inmates per average daily population	13.80	----
Number of inmate on staff assaults resulting in staff injury per 1,000 inmates per average daily population	0.84	----

Performance Measures	FY 2016 Actual	FY 2017 Estimate
Number of inmate on inmate assaults per 1,000 inmates per average daily population	9.28	----
Number of major inmate disturbances	1	----
Number of inmate homicides (Homicide numbers are subject to change based on official medical examiner reports, which may be issued in a subsequent fiscal year.)	6	----
Number of inmate random positive urinalysis results per 1,000 inmates per average daily population	51.42	----
Number of formal inmate grievances (excluding health grievances) per 1,000 inmates per average daily population	87.77	----
Inmate grievances received per month	339	305
Percent of inmate grievances reversed in favor of the inmate	4.10%	3.69%
Number of inmate lawsuits (non-habeas) per 1,000 inmates per average daily population (The count is based on "cases filed." Note that a case with multiple plaintiffs is counted as a single case filed.)	2.59	----
Staff assaults per month	51.00	35.00
Inmate reception processing lead time (in days)	3.00	2.50

Objective 2: To promote Department safety and security by conducting administrative, civil, criminal, and gang-related investigations; conducting daily, weekly, monthly, and annual inspections and performance audits; and ensuring agency compliance with fire and life safety codes.

Performance Measures	FY 2016 Actual	FY 2017 Estimate
Percent of administrative investigations completed within established time frames	100%	----
Average annual Arizona State Operated Prison compliance audit percent score (Contract Private Prisons reported separately under Objective 3.)	92.27%	----
Average annual CORE competency test score for correctional series staff	88%	----

Objective 3: To develop private prison contracts and provide oversight to monitor their safe, secure, and cost-effective operation, while imprisoning inmates according to the Department’s mission.

Performance Measures	FY 2016 Actual	FY 2017 Estimate
Average annual Contracted Private Prison compliance audit percent score	92.58%	----

Objective 4: To provide leadership and direction in the management of inmate population growth and the allocation of physical and fiscal resources.

Performance Measures	FY 2016 Actual	FY 2017 Estimate
Average daily inmate population	42,743	NA*
Average daily rated bed surplus or (deficit)	(5,394)	NA*

*Budget measure; no estimates required

AGENCY GOAL 2 – PROGRAMMING OPPORTUNITIES AND SERVICES

Goal 2: To require inmate participation in self-improvement programming opportunities and services based on their identified risks and needs.

Objective 1: To maximize inmate participation in Department programming opportunities.-Percent of all eligible inmates participating in appropriate work, education, and treatment assignments	68.40%	----
Number of inmate hours worked through the Work Incentive Pay Plan	33.02M	----
Average number of inmates working per month (excluding ACI)	24,100	----
Number of inmates released to the Transition Program for Non-Violent Offenders per A.R.S. §31-281	1,040	----
Inmate program completions per month	848	869
Inmate program slot utilization	73.60%	78.00%
Major program completions by high target inmates	21.50%	36.00%

Objective 2: To expand work opportunities for inmates through Arizona Correctional Industries (ACI).

Performance Measures	FY 2016 Actual	FY 2017 Estimate
Number of ACI inmate hours worked	4.20M	----
Average number of inmates working for ACI per month	1,904	----
Dollar amount deducted from ACI inmate wages being deposited directly into the State General Fund	\$2.91M	----

Objective 3: To provide education programs and services, including functional literacy, special education, GED, and jobs training to all eligible and assessed inmates.

Performance Measures	FY 2016 Actual	FY 2017 Estimate
Number of inmates completing the functional literacy program	4,531	----
Number of inmates achieving the General Equivalency Diploma (GED)	218	----
Number of inmates receiving special education services	267	----
Percent of special education inmates receiving special education services	100%	----
Percent of target inmate population enrolled in the ADC high school	88%	----
Number of Career and Technical Education certificates earned (Work-based Education)	2,465	----
Percent of inmates enrolled in Career and Technical Education completing one or more certificate programs	38%	----

Objective 4: To provide assessment and treatment services to eligible inmates.

Performance Measures	FY 2016 Actual	FY 2017 Estimate
Number of eligible inmates completing substance abuse treatment programs	2,132	----
Number of eligible inmates completing sex offender treatment	207	----

Objective 5: To ensure spiritual services are available to inmates.

Performance Measures	FY 2016 Actual	FY 2017 Estimate
Average number of inmates involved in spiritual services per month	12,975	----
Number of volunteer spiritual service hours provided	43,012	----

AGENCY GOAL 3 – HEALTH CARE

Goal 3: To provide the inmate population with statutorily required medical, dental, and mental health services through a private vendor that is monitored by the Department for contract compliance and quality of care.

Objective 1: To ensure the provision of medical, dental, and mental health care to inmates through a private vendor.

Performance Measures	FY 2016 Actual	FY 2017 Estimate
Percent of inmates requiring ongoing mental health services	26.51%	----
Percent of inmates requiring ongoing mental health services admitted for psychiatric hospital care	1.45%	----
Number of formal inmate health grievances per 1,000 inmates per average daily population	46.44	----
Percent of ADC State Prison Complexes accredited by the National Commission on Correctional Health Care (NCCHC)	90%	----
Number of hospital admissions	1,423	----
Average length of stay for in-patient hospital care (in days)	4.59	----
Average cost per inmate for health care	\$4,300	----

Objective 2: To ensure contract compliance and quality of care through ongoing monitoring of vendor performance.

Performance Measures	FY 2016 Actual	FY 2017 Estimate
Percent of formal inmate health grievance appeals upheld	10%	----
Percent of compliance threshold (Inmate Health Services Compliance)	80%	100%

Performance Measures	FY 2016 Actual	FY 2017 Estimate
Percent vendor staffing maintained	89%	----

AGENCY GOAL 4 – COMMUNITY CORRECTIONS

Goal 4: To provide effective community supervision of offenders, facilitate their successful transition from prison to the community, and return offenders to prison when necessary to protect the public.

Objective 1: To provide re-entry services for inmates/offenders transitioning from prison to the community.

Performance Measures	FY 2016 Actual	FY 2017 Estimate
Number of inmates who participated in community corrections re-entry orientation classes	1,011	----

Objective 2: To effectively release, supervise, and monitor offenders under active Department community supervision.

Performance Measures	FY 2016 Actual	FY 2017 Estimate
Average daily population of offenders on community supervision	5,528	----
Percent of admissions due to offenders on community supervision returning to prison for technical violations	12.00	----
Percent of admissions due to offenders on community supervision returning to prison for absconding	5.60%	----
Percent of admissions due to offenders on community supervision returning to prison for a new crime	0.90%	----
Technical violations (per month)	273	250
Reduce the number of people re-incarcerated due to technical violations (includes absconders)	17.60%	Under development

Performance Measures	FY 2016 Actual	FY 2017 Estimate
Successful Community Service Completion	69.70%	80.00%
Recidivism reduction	38.00%	Under development

Objective 3: To provide intermediate interventions for offenders in technical violation of their release conditions.

Performance Measures	FY 2016 Actual	FY 2017 Estimate
Number of offenders who participated in intervention programming at a Community Corrections Center	1,100	----
Number of offenders who participated in the Community Corrections Community Accountability Program (CAP)	2,776	----

AGENCY GOAL 5 – LEADERSHIP AND ADMINISTRATION

Goal 5: To provide leadership, support, and resources that enable Department employees to perform their duties and achieve professional excellence and to ensure that the Department is responsive to internal and external stakeholders.

Objective 1: To recruit, retain, recognize, and develop staff.

Performance Measures	FY 2016 Actual	FY 2017 Estimate
Number of formal employee grievances	129	----
Annual Correctional Officer II vacancy rate	7.61%	6.90%
Annual Correctional Officer II turnover rate	15.60%	----
Annual employee turnover rate percent (excluding Correctional Officer II's)	10.77%	----
Percent of staff completing mandatory training	97.00%	----

Performance Measures	FY 2016 Actual	FY 2017 Estimate
Regrettable attrition (Statewide and agency measure)	58.30%	53.00%
CO Hiring Process lead time (in days)	45.70	45.00

Objective 2: To maintain and/or enhance information technology applications and communications and to meet current and future network needs by providing optimal support to computer users.

Performance Measures	FY 2016 Actual	FY 2016 Estimate
Percent of network uptime	99.87%	----
Percent of IT help desk calls resolved in accordance with established Service Level compliance requirements	49.00%	----

Objective 3: To provide a standard process for receiving, reviewing, and responding to public concerns regarding inmate-related issues.

Performance Measures	FY 2016 Actual	FY 2017 Estimate
Number of service contacts provided to inmate families and friends	32,043	----

Objective 4: To respond to public records requests in accordance with statutory requirements.

Performance Measures	FY 2016 Actual	FY 2016 Estimate
Number of requests received from the public	6,004	----
Number of requests received from the media	102	----

AGENCY GOAL 6 – VICTIM SERVICES

Goal 6: To provide victim services and restorative justice programs that assist inmates in making positive contributions to the community.

Objective 1: To provide information, support, and resources to crime victims.

Performance Measures	FY 2016 Actual	FY 2017 Estimate
Number of crime victim Notifications of Release sent	2,632	----
Number of service contacts provided to crime victims	5,652	----

Objective 2: To ensure compliance with court-ordered restitution.

Performance Measures	FY 2016 Actual	FY 2017 Estimate
Dollar amount of court-ordered restitution collected from inmates	\$1.51M	----
Average dollar amount of court-ordered restitution paid per inmate required to pay court-ordered restitution	\$221.95	----

Objective 3: To provide opportunities for inmates to be involved in victim-focused activities, betterment projects, fund-raising opportunities, and other programs that allow them to contribute to the community.

Performance Measures	FY 2016 Actual	FY 2017 Estimate
Number of hours provided to communities by inmates per established IGAs or work contracts (excluding ACI)	2.49M	----
Funds avoided through Intergovernmental Agreements for inmate labor	\$8.52M (5 months only)	\$22.00M (total annual)
Number of inmate hours dedicated to Wildland Fire Crews	282,522	----
Dollar amount raised by inmate fundraising events	\$832,504	\$800,000

RESOURCE ASSUMPTIONS

NOTE: THE FOLLOWING RESOURCE ASSUMPTIONS (CALCULATED IN CONSTANT DOLLARS) ARE ESTIMATES ONLY AND ARE SUBJECT TO CHANGE IN KEEPING WITH INFLATION AND ECONOMIC CONDITIONS.

Total Agency Resource Assumptions						
(Calculated in nominal/ constant dollars)	FY 2017 Appropriation	FY 2018 Budget Request	FY 2019 Estimate	FY 2020 Estimate	FY 2021 Estimate	FY 2022 Estimate
Full Time Equivalent (FTE)	9,541.0	9,578.5	9,578.5	9,578.5	9,578.5	9,578.5
General Fund	1,046,682,600	1,068,566,700	1,068,566,700	1,117,111,700	1,117,111,700	1,117,111,700
Other Appropriated Fund	52,970,000	50,983,700	50,983,700	50,983,700	50,983,700	50,983,700
Non Appropriated Fund Expenditures	68,033,200	56,326,100	56,326,100	56,326,100	56,326,100	56,326,100
Federal Funds Expenditures	7,059,300	7,059,300	7,059,300	7,059,300	7,059,300	7,059,300
Agency Total Funds	1,174,745,100	1,182,935,800	1,182,935,800	1,231,480,800	1,231,480,800	1,231,480,800