

Vision: Safer communities through effective corrections

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

ADC carries out its mission by incarcerating inmates in correctional facilities and supervising conditionally released offenders in the community. During incarceration, health and welfare services are provided to inmates. Programs such as work, education, and substance abuse treatment increase the likelihood of success upon release. ADC supervises offenders released to community supervision and supports effective re-entry using a continuum of strategies and evidence-based programs. ADC facilitates return to custody of offenders who represent a threat to the safety of the community.

Executive Summary

Strategies align to achieve the Arizona Department of Correction’s (ADC’s) 10-year goal: *Engaged employees and communities committed to a 25% reduction in recidivism*. ADC is deploying the Arizona Management System (AMS) to support strategic outcomes, problem-solving, and data-driven continuous improvement in addressing the following significant issues:

Build an Engaged and Skilled Workforce – ADC faces significant vacancies and turnover, particularly among Correctional Officers. Strategies include conducting a major breakthrough project on employee retention, utilizing available compensation strategies, and expanding the Field Training Officer program.

Managing the Inmate Population – Incidents of inmate violence result in possible injury and increased security requirements and are detrimental to creation of a prosocial program environment. Strategies include staff training on inmate management and non-violent crisis intervention, enhancing contraband detection, and increasing inmate work and program involvement.

Reducing Recidivism through Reentry Preparation and Support – The current recidivism rate for Arizona inmates is 41.4%. Reducing recidivism will help to reduce prison population, decrease spending for prisons, and enhance community safety. Strategies include leading the state-level breakthrough project on recidivism reduction, improving inmate programs, increasing emphasis on inmate program completions, stabilizing inmates’ mental health needs prior to release, increasing community engagement, and improving use of offender interventions and sanctions.

<i>All dollars in thousands</i>		General Fund	Other Appropriated	Non-appropriated	Total
FY 2019 Enacted		1,099,670.0	56,463.1	73,281.0	1,229,414.1
Goal 1	Enterprise Compensation Strategies	0.0	0.0	0.0	0.0
Goal 2	Inmate Health Care needs	14,985.9	0.0	0.0	14,985.9
	Technical & Other Funding Issues	219.9	-1,158.0	-4,585.6	-5,523.7
FY 2020 Request		\$ 1,114,875.8	\$ 55,305.1	\$ 68,695.4	\$ 1,238,876.3
\$ Change		\$ 15,205.8	\$ (1,158.0)	\$ (4,585.6)	\$ 9,462.2
% Change		1.4%	-2.1%	-6.3%	0.8%

Department of Corrections

Goals	Goal Performance Indicators	Objectives FY 2019
1. Staff is engaged in recidivism reduction	<ul style="list-style-type: none"> a. Vacant Correctional Officer II positions b. Employee engagement ratio 	<ul style="list-style-type: none"> 1. Train 100% of Correctional Officer IIIs in Motivational Interviewing 2. Reduce Correctional Officer II vacancies to 413 3. Increase employee engagement positive response to 90% 4. Increase employee engagement ratio to 2.6:1.00
2. The environment is conducive to recidivism reduction	<ul style="list-style-type: none"> a. Amount of institutional violence b. Inmate work/program assignments c. Inmate Health Services stipulation agreement compliance (overall) 	<ul style="list-style-type: none"> 1. Reduce the number of inmate on inmate assaults to 21 per month 2. Reduce the number of staff assaults to 22 or less per month 3. Reduce the number of staff assaults resulting in injury to less than 2.6% 4. Reduce the number of suicides to 0 per year 5. Reduce the number of suicide attempts (Target under development) 6. Reduce the number of self-injurious behavior incidents (Target under development) 7. Reduce the volume of inmate major contraband finds to 189 per month 8. Increase inmate work/program involvement to 76% 9. Train 100% of Correctional Officer Training Academy cadets in inmate management/nonviolent intervention 10. Increase Inmate Health Services stipulation agreement compliance to 95% (overall)
3. Operational practices support recidivism reduction	<ul style="list-style-type: none"> a. Volunteer hours b. Education and substance abuse program capacity c. Second Chance Center capacity d. WIFI and Tablets implementation 	<ul style="list-style-type: none"> 1. Increase volunteer hours by 5% 2. Recruit, hire, and deploy teachers and substance abuse counselors (from the expanded FY 2019 budget) 3. Increase Second Chance Center capacity (from the expanded FY 2019 budget) 4. Develop and deploy a plan to utilize tablets to increase inmate program completion capacity
4. Communities are committed to supporting recidivism reduction and reentry	<ul style="list-style-type: none"> a. Inmates certified/licensed in a trade b. Target inmates trained in in-demand trades prior to release 	<ul style="list-style-type: none"> 1. Establish 3 avenues for inmates to become certified/licensed in a trade by applying on-the-job skills gained through prison employment 2. Increase the number of target inmates trained in in-demand trades prior to release by 10%
5. Inmates are engaged in preparation for successful reentry	<ul style="list-style-type: none"> a. High risk, high needs inmates program completions b. Successful community supervision completion 	<ul style="list-style-type: none"> 1. Increase high risk, high needs inmates program completions to 32% 2. Increase the number of inmates completing Cognitive Restructuring program by 60% 3. Increase the number of target inmates released with mental health needs addressed to 90% 4. Reduce the number of offenders re-incarcerated due to technical violations to 225 per month 5. Increase successful completion of community supervision to 80%