

**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:** The Arizona Department of Corrections (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 reentry 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 ADC's 10-year goal: *Engaged employees and communities committed to a 25% reduction in recidivism.* **Staff Engagement** – ADC faces significant vacancies and turnover among Correctional Officers. Initiatives include conducting a breakthrough project on employee retention, utilizing available compensation strategies, and expanding the Field Training Officer program. **Correctional Environment and Operational Practices** – Inmate violence results in injury and increased security requirements and is detrimental to a prosocial environment. Initiatives include training staff on inmate management/non-violent crisis intervention, enhancing contraband detection, and increasing inmate work/program involvement. **Community Support and Inmate Preparation** – The recidivism rate for Arizona inmates is 40.6%. Reducing recidivism will help reduce prison population, decrease spending for prisons, and enhance community safety. Initiatives include leading the state-level recidivism reduction breakthrough project, improving inmate programs/increasing program completion, promoting community engagement/volunteerism, improving use of offender interventions/sanctions, and increasing successful completion of community supervision.

### Summary of Multi-Year Strategic Priorities

#	Five Year Strategic Priority	Start Fiscal Year	Progress / Successes (FY2019)
1	Staff is engaged in recidivism reduction	2018	<ul style="list-style-type: none"> <li>Correctional Officer IIIs trained in Motivational Interviewing techniques</li> <li>Implemented Spot Incentive Program for staff recognition</li> <li>Formalized Lieutenant Field Training Officer Program</li> </ul>
2	The environment is conducive to recidivism reduction	2018	<ul style="list-style-type: none"> <li>Correctional Officers trained in inmate management/crisis intervention</li> <li>Staff assaults A3 in progress; multi-state effort</li> <li>Centralized housing for inmates with mental health issues to improve specialized safety, security, and service delivery</li> </ul>
3	Operational practices support recidivism reduction	2018	<ul style="list-style-type: none"> <li>Increased the number of Health Services Contract Monitoring staff</li> <li>Awarded contract for new health care provider, effective July 1, 2019</li> <li>Awarded contract for inmate tablets</li> <li>Completed deployment of AMS down to line level</li> </ul>
4	Communities are committed to supporting recidivism reduction/reentry	2018	<ul style="list-style-type: none"> <li>Designated position as agency Volunteer Coordinator</li> <li>Engaged with community through participation in Arizona Town Halls</li> <li>Collaborating with Special Olympics and Thunderbird Charities for multi-purpose hub facility at Perryville prison</li> <li>Received AmeriCorps grant to enhance program resources</li> <li>Partnered with Cenpatico to train inmates as Recovery Support Specialists</li> </ul>
5	Inmates are engaged in preparation for successful reentry	2018	<ul style="list-style-type: none"> <li>Identified available certifications for in-demand trades prior to release</li> <li>Implemented audit to ensure that inmate mental health needs are met prior to release</li> <li>Decreased 1 and 2-year recidivism rates</li> <li>Initiated Fleet 100 program for inmate training and cost-savings</li> </ul>

Strategy #	FY20 Annual Objectives	Objective Metrics	Annual Initiatives
1	1. Reduce Correctional Officer II vacancies	<ul style="list-style-type: none"> <li>Number of Correctional Officer II vacancies</li> </ul>	Develop a comprehensive 'culture plan' to maximize current initiatives, including: <ul style="list-style-type: none"> <li>Motivational Interviewing training</li> <li>Utilize available compensation strategies</li> <li>Formalize Captain Field Training Program</li> <li>Retention (Breakthrough Project – A3)</li> <li>CO Call-Ins (Breakthrough Project – A3)</li> <li>Expanding/formalizing employee feedback mechanisms and internal communication</li> </ul>
	2. Increase employee engagement	<ul style="list-style-type: none"> <li>Percent of positive responses to ADOA Annual Employee Engagement Survey</li> <li>Percent of employee ideas implemented</li> </ul>	
2	1. Reduce inmate on staff assaults	<ul style="list-style-type: none"> <li>Number of inmate on staff assaults per month</li> </ul>	<ul style="list-style-type: none"> <li>Staff Assault (Breakthrough Project – A3)</li> <li>Develop a comprehensive model/multi-year plan for physical plant preventive maintenance , repair, and replacement that optimizes efficient use of resources (Year 1: Emphasis on lock replacement)</li> </ul>
	2. Reduce staff assaults resulting in injury	<ul style="list-style-type: none"> <li>Number of inmate on staff assaults resulting in injury</li> <li>Days of work lost due to inmate on staff assault injury</li> <li>Percent of identified locks replaced</li> </ul>	
	3. Reduce inmate suicide attempts	<ul style="list-style-type: none"> <li>Number of inmate suicide attempts per month</li> </ul>	Mental Health safety, security, and service delivery
	4. Reduce inmate self-injurious behavior incidents	<ul style="list-style-type: none"> <li>Number of self-injurious behavior incidents per month</li> </ul>	
	5. Reduce inmate major contraband	<ul style="list-style-type: none"> <li>Number of major contraband finds per month</li> </ul>	Contraband interdiction and detection
3	1. Increase Inmate Health Services stipulation agreement overall compliance	<ul style="list-style-type: none"> <li>Health Services stipulation agreement compliance</li> </ul>	<ul style="list-style-type: none"> <li>Establish a formal Continuous Quality Improvement (CQI) plan/process for Health Services (Year 1: Establish baseline data, explore expanding partnerships)</li> <li>Monitor vendor compliance with contract requirements for provision of inmate health care</li> </ul>
	2. Increase inmate work/program involvement	<ul style="list-style-type: none"> <li>Percent of inmates involved in work/programs</li> </ul>	<ul style="list-style-type: none"> <li>Cognitive Restructuring as a major program</li> <li>Tablets and WIFI for use in inmate programming</li> </ul>
4	1. Increase volunteer hours	<ul style="list-style-type: none"> <li>Number of volunteer hours per month</li> </ul>	Coordinated, agency-wide volunteer program
5	1. Increase high risk, high needs inmates program completions	<ul style="list-style-type: none"> <li>Number of high target , high needs inmates completing programming</li> </ul>	High Risk/High Needs (Breakthrough Project – A3)
	2. Increase inmate program availability and effectiveness	<ul style="list-style-type: none"> <li>Number of program slots available</li> </ul>	Build and monitor capacity to meet inmate population need for programs
	3. Reduce reincarceration due to technical violations	<ul style="list-style-type: none"> <li>Number of offenders reincarcerated due to technical violations</li> </ul>	<ul style="list-style-type: none"> <li>Formal vocational certifications</li> <li>Use of interventions and sanctions, including release planning and post-release best practices</li> <li>Optimize Community Corrections</li> </ul>
	4. Increase successful completion of community supervision	<ul style="list-style-type: none"> <li>Percent of offenders successfully completing community supervision</li> </ul>	