

<p><b>Vision:</b> Public Safety Through Rehabilitation and Operational Excellence</p>
<p><b>Mission:</b> Providing safer communities by implementing court imposed sentences and removing those who victimize our citizens to appropriately secured environments. Facilitating structured programming designed to develop inmates' personal responsibility for their successful re-integration to the community through rehabilitative opportunities for change. Upon return of these citizens to our communities, we provide effective supervision designed to result in improved re-entry outcomes which reduce recidivism.</p>
<p><b>Agency Description:</b> The Arizona Department of Corrections, Rehabilitation and Reentry (ADCRR) carries out its mission by incarcerating inmates safely in correctional facilities, providing rehabilitation opportunities and programs designed for successful community re-entry. During incarceration, community standard healthcare services are provided to inmates. Opportunities for vocational skill development, educational opportunities from literacy to undergraduate degrees and substance abuse treatment increase the likelihood of successful and sustained re-entry upon release. ADCRR supervises offenders released to community supervision using a continuum of services and evidence-based programs. ADCRR returns to custody offenders who choose not to engage in their own rehabilitation and continue to present a threat to public safety. We embrace challenges and successes as opportunities to continuously improve our operations resulting in an exceptional return on investment for the citizens of Arizona which serves as a national model for corrections.</p>
<p><b>Executive Summary:</b> Strategies align to achieve Public Safety through Rehabilitation and Operational Excellence: <b>Sustain a Well-Run Organization/Achieve Operational Excellence:</b> Maintain safety, security and accountability with sound population management and critical infrastructure improvement. <b>Staff Engagement</b> – Historical vacancies and turnover requires Initiatives to increase employee retention by utilizing available compensation strategies, expanding communication and leadership training and ensuring a safe work environment. <b>Improving Inmate Quality of Life</b> – Supporting and increasing opportunities of inmate programming, visitation, education and job training through deployment of new technology and upgrading critical infrastructure. <b>Effective External Stakeholders/Healthcare, Mental Health Contractors</b> – Sustain excellent inmate health care provision, using data to manage performance and establishing specialized training for contractors. <b>Effective Recidivism Reducing Programs</b> – Improve overall system outcomes, reduce the historical reliance on posting Sergeants and COIIs which adversely impacts provision of programs. Initiatives include increasing the treatment and program capacity to meet the needs of the inmate population and improving communication in the transition from inmate to offender. <b>Improve Public Confidence</b> – Improving engagement with external stakeholders by enhancing customer service. Further develop community partnerships by increasing public awareness and confidence.</p>

Summary of Multi-Year Strategic Priorities			
#	Five Year Strategic Priority	Start Fiscal Year	Progress / Successes (FY2020)
1	Sustain a Well Run Organization/ Achieve Operational Excellence	2020	<ul style="list-style-type: none"> <li>Began ACA Accreditation Process at ASPC-Safford and ASPC- Lewis Stiner Unit</li> </ul>
2	Staff Engagement - Improve Recruitment, Retention, Job Satisfaction	2020	<ul style="list-style-type: none"> <li>COII vacancy rates reduced to lowest level since 3/19/19.</li> </ul>
3	Improve Inmate Quality of Life	2020	<ul style="list-style-type: none"> <li>Inmate tablets are deployed at ASPC-Florence, Perryville, Tucson and Lewis</li> <li>Launched the Perservere Coding Program</li> </ul>
4	Effective External Stakeholders/ Healthcare, Mental Health Contractors	2020	<ul style="list-style-type: none"> <li>Parson v Shinn Stipulation Agreement Compliance percent of 843 Performance Measures that are in compliance for the measured month have increased from 90% in July 2019 to 96% in April 2020</li> </ul>
5	Effective Recidivism Reducing Programs	2020	<ul style="list-style-type: none"> <li>30.5% increase in GEDs/High School Diplomas awarded from this time last year. Surpassed total number awarded FY19</li> <li>Reducing Re-incarceration due to Technical Violations sustaining six months consecutively below FY End Target</li> </ul>
6	Improve Public Confidence	2020	<ul style="list-style-type: none"> <li>Rebranded Agency</li> <li>Re-orientating Constituent Services</li> </ul>

Strategy #	FY21 Annual Objectives	Objective Metrics	Annual Initiatives
1	<ul style="list-style-type: none"> <li>Improve Institutional safety through consistent security and accountability</li> <li>Improve Staff Workplace Safety</li> </ul>	<ul style="list-style-type: none"> <li># of inmate assaults on staff per month</li> <li># of staff injuries per month</li> </ul>	<ul style="list-style-type: none"> <li>Reduce Serious Assaults, Work Place Injuries: Inmate / Inmate or Inmate / Staff by facility through AMS Performance Management</li> </ul>
	<ul style="list-style-type: none"> <li>Improvement of Arizona Correctional Information System (ACIS) software solution</li> </ul>	<ul style="list-style-type: none"> <li>% of completion towards Amendment 9 exhibit 2 items (9)</li> </ul>	<ul style="list-style-type: none"> <li>Achieve functionality for customer and organizational need through Third Party functional gap analysis</li> </ul>
	<p>Population Management:</p> <ul style="list-style-type: none"> <li>Initiate ASPC-Florence deactivation</li> <li>Reduction in detention bed utilization</li> <li>Reduce secure population by review of community custody classification and non-secure housing options</li> </ul>	<ul style="list-style-type: none"> <li>% of reduction of ASPC-Florence inmate population</li> <li>% of Utilization of Detention Beds</li> </ul>	<ul style="list-style-type: none"> <li>Begin decreasing population of ASPC-Florence</li> <li>Implement a strategy in reducing 805 requests</li> <li>Modernize Inmate Classification System</li> </ul>
	<ul style="list-style-type: none"> <li>Institutional Infrastructure (locks, capital resources, improvements)</li> </ul>	<ul style="list-style-type: none"> <li>% of Lewis Lock Project locks replaced at ASPC-Lewis</li> </ul>	<ul style="list-style-type: none"> <li>Develop a comprehensive model/multi-year plan for physical plant preventative maintenance, repair, and replacement that optimizes efficient use of resources</li> <li>Complete phase 1 of Door Lock Conversion</li> </ul>
	<ul style="list-style-type: none"> <li>Pursue American Correctional Association Accreditation (ACA)</li> </ul>	<ul style="list-style-type: none"> <li>Initiate phase plan for ACA Accreditation at ASPC-Safford</li> </ul>	<ul style="list-style-type: none"> <li>ACA Accreditation site prep and policy development</li> <li>Complete policy alignment, onboard ADCRR ACA coordinator</li> <li>Roll out ACA Accreditation at ASPC- Safford</li> </ul>
2	<ul style="list-style-type: none"> <li>Reduce Staffing Vacancy</li> <li>Increase Staff Retention</li> <li>Improve Staff Training, Succession Planning</li> <li>Enhance internal communication with staff</li> </ul>	<ul style="list-style-type: none"> <li># of COII vacancies/COII regrettable attrition rate</li> </ul>	<ul style="list-style-type: none"> <li>Utilize available compensation strategies, ID resignation hotspots</li> <li>Implement Warden/DWOP Onboarding</li> <li>Implement strategies obtained by onsite Institution Operational Assessments</li> <li>Enhance leadership development in Sgt/Lt/Capt job classes</li> <li>Provide technology for real time communication for frontline staff</li> </ul>
3	<ul style="list-style-type: none"> <li>Utilize technology to deliver virtual programming</li> <li>Increase work based education opportunities and career technical education</li> <li>Institutional infrastructure upgrades</li> </ul>	<ul style="list-style-type: none"> <li>Inmate Program Completions</li> <li>Inmate Program Capacity Velocity Rate</li> <li># of classroom hours</li> </ul>	<ul style="list-style-type: none"> <li>Completion of inmate tablet/video visitation deployment</li> <li>Expand capacity and utilization for programming and treatment</li> <li>Implement Virtual Training</li> </ul>
4	<ul style="list-style-type: none"> <li>Utilize data to effectively manage performance measures in <i>Parsons v Shinn</i> litigation</li> <li>Continue NCCCHC accreditation</li> </ul>	<ul style="list-style-type: none"> <li>Stipulation agreement compliance rate</li> <li>Increase efficiency of medical transports by reducing single transports</li> </ul>	<ul style="list-style-type: none"> <li>Sustain excellent inmate health care provision, using data to manage performance and establishing specialized training for contractors.</li> <li>Restructuring medical monitoring bureau and monitoring deployment</li> <li>Establish onboarding <i>Parsons v Shinn</i> training for contractors</li> </ul>
5	<ul style="list-style-type: none"> <li>Improve pre-release program handoffs between inmates and Community Corrections</li> <li>Increase Programs such as Substance Abuse Treatment, Medical Assisted Therapy (MAT), Therapeutic Behavioral Community</li> <li>Develop a PPE product line through ACI</li> </ul>	<ul style="list-style-type: none"> <li>% of Absconder Technical Violations</li> <li>Inmate Substance Abuse Capacity Velocity Rate</li> </ul>	<ul style="list-style-type: none"> <li>Implement Community Corrections Reach-In program</li> <li>Build and implement capacity to meet inmate population need for Substance Abuse Treatment programs</li> <li>Evaluate need and secure funding to support MAT and TBC</li> <li>Re-invest ACI profits from current year to obtain equipment for PPE product line</li> </ul>
6	<ul style="list-style-type: none"> <li>Enhance communication with external stakeholders</li> <li>Revitalize community partnerships</li> <li>Enhance awareness of Agency Operations and Programs</li> </ul>	<ul style="list-style-type: none"> <li>Enhance resolutions to stakeholder inquires</li> <li>Utilize complaint data for process improvements</li> </ul>	<ul style="list-style-type: none"> <li>Re-orientate and restructure Public Affairs</li> <li>Constituent Services expanding customer focus services</li> <li>Establish Speakers Bureau and increase local city/county council and other government consortium attendance</li> </ul>