

Vision: Public Safety Through Rehabilitation and Operational Excellence

Mission: 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 reintegration 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 reentry outcomes which reduce recidivism.

Agency Description: 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.

Executive Summary: Strategies align to achieve Public Safety through Rehabilitation and Operational Excellence: **Sustain a Well-Run Organization/Achieve Operational Excellence:** Maintain safety, security and accountability with sound population management and critical infrastructure improvement. **Staff Engagement** – 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. **Improving Inmate Quality of Life** – Supporting and increasing opportunities of inmate programming, visitation, education and job training through deployment of new technology and upgrading critical infrastructure. **Effective External Stakeholders/Healthcare, Mental Health Contractors** – Sustain excellent inmate health care provision, using data to manage performance and establishing specialized training for contractors. **Effective Recidivism Reducing Programs** – 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. **Improve Public Confidence** – Improving engagement with external stakeholders by enhancing customer service. Further develop community partnerships by increasing public awareness and confidence.

Summary of Multi-Year Strategic Priorities

#	Five Year Strategic Priority	Start Fiscal Year	Progress / Successes (FY 2022)
1	Sustain a Well Run Organization/ Achieve Operational Excellence	2022	<ul style="list-style-type: none"> Detention Beds Utilization is at 51% and decreased by 26% from the beginning of FY22 (July 2021), and 60% since our highest peak of 111% (March 2020). ASPC-Lewis /ASPC-Yuma Lock project 99% completed awaiting administrative closeouts. Purchased and provided needed safety equipment for staff; 2,596 tasers, 6,484 vests and 8,048 radios. Installed body scanners at each unit and x-ray machines for each prison complex. ASPC-Florence deactivation is on track, all units with the exception of South Unit will be vacated by the end of the 1st Qtr of FY23 providing greatly needed staffing relief at ASPC-Eyman. Reduced the Department's debt liability by 95% by paying off \$20M in Holiday and Compensatory Time. Reduced the Departments cell phone bill approximately \$180,000 annually through contract restructuring. Utilizing new budget strategies, we were able to spend over \$14 million dollars on capital equipment necessary to maintain the safe and orderly operations of the complexes.
2	Staff Engagement - Improve Recruitment, Retention, Job Satisfaction	2022	<ul style="list-style-type: none"> Increased school recruitment activities for CO positions by 57% over the previous year to help decrease our vacancy rate. The number of cadets assigned to COTA has steadily increased from 18 as of December 2021 to an average of 22 per month through June 2022. The uptick in the number of cadets assigned to COTA is attributed to incentive pay, increased recruitment efforts and community outreach. 166 staff have completed AZPOST Basic Leadership Academy training with additional classes scheduled throughout the year. Raises were given to substance abuse counselors and program managers comparable to market value and help retain and recruit future staff.
3	Improve Inmate Quality of Life	2022	<ul style="list-style-type: none"> CDL and CLP programs are now being offered in Second Chance Centers, with a completion of 806 CLPs as of 6/30/22. D.O. 802 was revised to streamline and improve the inmate grievance appeal process throughout the prison system. Hired a Central Office Appeals Officer to improve the grievance process. ADCRR is currently in the final stage of relocating the Second Chance Center from a rural area to a metropolitan area to allow greater access to the community and assist in seamless reentry.
4	Effective External Stakeholders / Healthcare, Mental Health Contractors	2022	<ul style="list-style-type: none"> ADCRR continues to mitigate the spread of COVID-19 resulting in a recovery rate of 99.19% as of 06/30/2022. With multiple mass testing, less than 0.0013% of the population actively has COVID-19. Vaccine rates continue to increase; 81% fully vaccinated across the 16 state and contracted prisons. Booster vaccines continue to be offered. Substance Use Disorder (SUD) - The MSCMB is collaborating with the ADCRR Inmate Programs and Reentry department on the implementation of a Medication Assisted Treatment (MAT) program for inmates with SUD who will be returning to the community. Successfully decreased self-injurious behavior throughout the prison system by 19% from FY21 (1,746) to FY22 (1,414). Developed and successfully implemented new standards to improve quality of mental health care with 96% of mental health measures in compliance. The first 500 hour Therapeutic Community program implemented by ADCRR. This program uses a comprehensive, residential drug treatment model for inmates to foster changes in attitudes, perceptions, and behaviors related to substance abuse. This practice is being used in several correctional environments and is promising in reducing recidivism rates. Implemented electronic health needs requests via the inmate tablet, improving inmate access to the health care system. ADCRR selected a new comprehensive health care provider for our inmate population to improve the quality and access of patient care availability.
5	Effective Recidivism Reducing Programs	2022	<ul style="list-style-type: none"> Over a 3 year follow-up period, FY 2018 releases had a 6% lower recidivism rate than FY 2017 releases (36.3% vs 38.6%). Reopened the Maricopa and Pima Reentry Centers under stringent COVID-19 protocols in July 2021. FY22 to date, Community Corrections has experienced a total of 6,965 successful completions representing a 73% success rate for individuals completing Community Supervision. Alternatives to returning offenders to custody, the Community Corrections programs discharged 1,737 offenders from its CC Reentry Centers and contracted partner programs representing an overall 65% success rate. These programs predominantly served individuals with high risk/high need designations with chronic behavioral and substance abuse issues. Arizona Healthy Forest Initiative graduated 114 inmates and began forestry project work on April 4, 2022. ADCRR sustains DUI treatment services by receiving Agency licensure at ASPC-Perryville.
6	Improve Public Confidence	2022	<ul style="list-style-type: none"> ADCRR implemented a new database to improve response time and service towards constituent inquiries and contacts. The analysis of data resulted in Constituent Services updating their website to better support the community needs.

SP#	FY23 Annual Objectives	Objective Metrics	Annual Initiatives
1	<ul style="list-style-type: none"> Improve Staff and Institutional workplace safety Enhance Frontline internal communication capability 	<ul style="list-style-type: none"> # of inmate assaults on staff per 1000 inmates per month # of Inmate Assault on Staff Resulting In Injury per 1000 inmates per month # of Inmate contraband volume % of completion for WIFI installation 	<ul style="list-style-type: none"> Address the root cause of inmate assaults on staff at the institutional level. Increasing safety measures, equipment and the officers level of awareness through communicating lessons learned to prevent re-occurrences. Continue expansion of physical security features and electronic security technology that will reduce contraband entering ADCRR facilities. Reduce inmate contraband with recently installed body scanners and x-ray machines. Establish a plan to expand wireless internet amongst all institutions for internal communication capabilities to ADCRR staff and evolve technology within the institutions improving processes that include operations, education and medical.
	<ul style="list-style-type: none"> Improvement of Arizona Correctional Information System (ACIS) software solution 	<ul style="list-style-type: none"> # of Service Desk Ticket Volume (ACIS Specific) 	<ul style="list-style-type: none"> Establish plans to improve functionality by analyzing the impact of the ACIS software through service desk tickets. Identify resources and continue to meet Legislative mandated changes, as well as support the maintenance and operation agreement for the ACIS software.
	<p>Population Management:</p> <ul style="list-style-type: none"> Closure of ASPC-Florence Sustained reduction in Detention Bed Utilization 	<ul style="list-style-type: none"> % of Utilization of Detention Beds 	<ul style="list-style-type: none"> Complete milestones regarding the ASPC-Florence closure timeline with all units deactivated with the exception of the South Unit. Evaluate key strategies in addressing systemic issues that contribute to D.O. 805 requests and impact the detention bed utilization.
	<ul style="list-style-type: none"> Improve Institutional Infrastructure (locks, capital resources, improvements) Improve ADCRR fleet for operational effectiveness 	<ul style="list-style-type: none"> % of Life, Safety and Security building renewal project completions % of Fire and Security Projects completions % of completion of EVAP cooling at ASPC-Eyman and ASPC-Perryville (Phase I Procurement) % of completion of ASPC-Eyman Locks and Fire Suppression project % of vehicles replaced 	<ul style="list-style-type: none"> Identify resources to support the ADCRR comprehensive model/multi-year plan for life and safety components, physical plant preventative maintenance, repair, and replacement plan. Effectively and efficiently utilize the FY23 appropriated building renewal funds to address high-need projects that include fire, life and safety projects and replace cooling systems. Review and redesign standard work for perimeter security systems at each facility, installing the approved upgrades agency wide creating standardization based on custody level. Project milestones completion of fleet replacement.
	<ul style="list-style-type: none"> Increase ACI Return on Investment 	<ul style="list-style-type: none"> ACI Annual Profitability 	<ul style="list-style-type: none"> Execute newly expanded ACI services.
2	<ul style="list-style-type: none"> Reduce Staffing Vacancy Increase Staff Retention Improve Staff Training, Succession Planning 	<ul style="list-style-type: none"> # of COII vacancies COII regrettable attrition rate # of hours COIII working COII security posts % of IPR Program staff % Completions for COIII Convergent Case Management 	<ul style="list-style-type: none"> Utilize available compensation strategies, identify and mitigate resignation hotspots. Fill Corporal positions previously provided to provide additional career path for COIIs. Hire and retain sufficient COIIs to eliminate security posting of COIIs. Allow them to complete their roles in providing rehabilitation programming. Develop a Public Information Officer assignment for each institution. Develop specialized recruitment plans for diverse agency needs. Collaborate with high schools, trade schools, colleges and universities. Continued expansion across minimum/medium institutions with COIII Standard work for the Convergent Case Management reentry process.
3	<ul style="list-style-type: none"> Utilize technology to deliver virtual programming Institutional infrastructure upgrades 	<ul style="list-style-type: none"> # of inmate major program and education completions % of inmate major programs and education current needs met # of inmates completing the persevere program % of complete for inmate living area improvements 	<ul style="list-style-type: none"> Expand capacity and utilization for programming, education and treatment. Provide access to evidence-based programs to improve quality of life and outcomes for individuals with both short-term and long-term sentences. Expand the Persevere Program. Complete identified inmate living area building renewal projects.
4	<ul style="list-style-type: none"> Utilize data to effectively manage performance measures in Parsons v Shinn litigation Enhance patient care monitoring 	<ul style="list-style-type: none"> Stipulation agreement compliance rate % of quality care measures within compliance 	<ul style="list-style-type: none"> Ensure excellent inmate health care provision, using data to manage performance with a bifurcated management approach from ADCRR Medical services and ADCRR procurement to increase contractual obligations, enforcement and health care monitoring. Establish partnership to support vendor compliance with staffing requirements to meet the desired patient outcomes and delivery of timely, complete and quality patient care. Implement a formal Quality Assurance program and establish benchmarks for key indicators that are associated with improved patient outcomes.
5	<ul style="list-style-type: none"> Improve pre-release program handoffs between institutions and Community Corrections Increase Programs such as Substance Abuse Treatment, Medication Assisted Treatment (MAT), Therapeutic Behavioral Community 	<ul style="list-style-type: none"> Total # of absconder warrants issued Inmate substance abuse current needs met # of inmates graduating from the contracted substance abuse treatment programs (Breakthrough) % of filled substance abuse counselors 	<ul style="list-style-type: none"> Continued expansion of Community Corrections Reach-In program to medium and closed custodies with 3 points of contact to enhance transition to community supervision. Continue to expand Community Corrections Reentry Summit to identify additional reentry strategies to reduce recidivism. Increase treatment services through hiring and the expansion of substance abuse counselors. Provide the appropriate level of treatment and increase the availability of substance abuse treatment through enhanced assessments and services.
	<ul style="list-style-type: none"> ADCRR/ DFFM partnership for the AZ Healthy Forest Initiative 	<ul style="list-style-type: none"> # of inmates participating in AZ HFI Program 	<ul style="list-style-type: none"> Establish inmate forestry crews at facilities to support AZHFI.
6	<ul style="list-style-type: none"> Enhance communication with external stakeholders Enhance awareness of Agency operations and programs 	<ul style="list-style-type: none"> # of stakeholder complaints 	<ul style="list-style-type: none"> Continue to identify and utilize trends to resolve underlying and recurring problems as effectively as possible. Continue public website design to enhance user experience and expand self service opportunities.