



FIVE-YEAR STRATEGIC PLAN

FY 2010 to FY 2014

*Strengthening Public Safety in Our Communities through
Excellence in Corrections*

Dora Schriro
Director

**Department of Corrections
Five-Year Strategic Plan, FY 2010 to FY 2014**

	<u><i>Page</i></u>
Overview	3 -4
ADC Vision and Values	5
ADC mission and Agency description	6
ADC Customers and Stakeholders, Professional Principles and Code of Conduct	7 – 8
Strategic Issues 1 – 4, Goals and Performance Measures	9 – 23
Issue 1	
Issue 2	
Issue 3	
Issue 4	
Resource Assumptions	24

Department of Corrections

Five-Year Strategic Plan, FY 2010 to FY 2014

Overview

Arizona Laws 2002, Chapter 210, requires state agencies to publish a Strategic Plan (the Plan) annually. Arizona Department of Corrections (ADC) staff exceeds statute in an earnest effort to excel. ADC staff in most positions and many posts has come together a number of times during Fiscal Years 2004, 2005, 2006, 2007 and 2008 to evaluate and expand the agency's Five-Year Strategic Plan striving towards flagship status. During Fiscal Year 2009 ADC's three divisions redoubled their efforts again, meeting with teams of facility leaders at each of the state's ten prison complexes, each team consisting of 120 or more staff in the corrections series, and support and programs personnel. Between each year's planning sessions, staff department-wide have worked diligently to refine the Plan and carry out its implementation.

ADC's Plan is the culmination of collaborative processes through which we develop and execute clear, simple and sequential goals and objectives towards which we strive as corrections professionals. The Plan continues to sharpen our focus, refine our strategies and accelerate the implementation of critical activities. It enables us to harness our energy for maximum results and sustain our commitment to continue to seek out and incorporate the field's best practices into our policies and procedures. The Plan enhances our ability to protect the public now and later, prepare more offenders for release as civil and productive citizens well before the conclusion of their sentence, and ensure everything we pursue is crime-victim friendly and focused. It is our roadmap to flagship status.

The Plan is outcome-oriented and evidence-based. It takes a long-term approach to public safety, adopts efficient processes and effective practices, and employs proven problem-solving strategies to reduce the cost of government and risk to its citizens. The Plan's four strategic issues and their goals, objectives and strategies maximize ADC's critical resources most notably our staff, space and time for the public's benefit. Accomplishing each of the four issues is critical towards fulfilling ADC's mission to enhance and sustain public safety.

Virtually all – 96 percent – of the state's prisoner population is sentenced to a term of years, just 19 months on average although 39 percent of all released inmates served less than six months in prison during FY 2008. The ADC year-end caseload approached 76,000 offenders this past June 30 with 56,228 inmates in prison and 20,029 felons on parole at some time during the year. With so many felons serving so little time confined the ADC developed Getting Ready, Arizona's plan in re-entry preparation. Our innovation is also an important contribution to the field of Corrections receiving the 2008 Innovations in American Government Award.

Arizona's plan, Getting Ready integrates our four strategic issues into a road map by which we achieve safety now, and later, incorporating all inmates and productively engaging them in re-entry preparation starting day one of their incarceration and continuing throughout their sentence. Getting Ready represents four substantive changes to institutional life, optimizing inmates' pre-release preparation and post release success. 1) At Intake and annually thereafter through a process called Five by Five, individualized corrections plans are developed and then updated for each inmate. 2) In the component called Seven-by-Three-by-Three the inmates are required to serve their time by acquiring the skills essential to citizenship – literacy, employability and undergo treatment as warranted during their "work" day. When not at work, they are expected to participate in community service, victim-focused activities, and programs providing family support and self improvement. All inmates have opportunity to advance in their standing commensurate to their custody level in a three-tiered system, the Earned Incentive Program, progressively improving the conditions of their confinement. 3) As inmates with stays greater than six months get closer to release, their corrections plans are converted into Transition-Specific plans. Inmates admitted with sentences shorter than six months are assigned to Fast Track facilities where their primary focus is discharge planning. 4) Getting Ready incorporates into prison living expectations and opportunities that make institutional living more like the free world, a Parallel Universe. As examples, inmates earn GED certificates and complete job-training before seeking premium-paying jobs. Those lacking GED certificates are limited to entry-level jobs and fewer institutional privileges. The disciplinary

Department of Corrections Five-Year Strategic Plan, FY 2010 to FY 2014

policy is more like the Criminal Code than a Rules Book, focusing on legal, not rule, violations. The calendar also resembles the real world because elective activities are scheduled at night and during weekends, no longer during the work day. Inmates, not correctional officers, are responsible for time and money management by staying on schedule and spending within their means.

Getting Ready expects inmates in all custody levels will increasingly practice pro-social decision-making throughout their sentences making more good decisions and better accepting responsibility for bad choices, in every instance integrating the community's core values in a prison setting. The ADC Strategic Plan, like Getting Ready, emphasizes the necessity for every inmate to prepare for release starting day one of incarceration: It is future-focused and victim friendly and it empowers our professional correctional workforce to make change happen in prison and on community supervision. Its continuum of incentives and sanctions, supervision strategies and program services supports a correctional system that provides ample practice throughout the sentence for offenders to make amends to crime victims and assume responsibility to live their lives as self-sustaining and law-abiding citizens who are less likely to relapse, to be revoked for technical reasons or to re-offend. Managing Arizona's prisons more like the real world since FY 2004 has yielded a number of positive outcomes including as notable examples marked reductions in inmate-on-inmate and inmate-on-staff assaults and inmate grievances and lawsuits in the prisons and an appreciable reduction in recidivism and fewer technical revocations from community supervision, and cut attendant costs.

The ADC relies on excellence and professionalism in its workforce to maintain safety and security in its correctional facilities and its field operations, and to yield long-term outcomes that benefit taxpayers and protect the public. To this end, the ADC renews its commitment to improve the quality of work life for employees, continue to expand staff development and training, empower supervisory and subordinate personnel alike to make change happen, and to employ proven strategies to improve recruitment, retention and recognition of our exceptional correctional professional workforce.



2008 ASPC-Perryville strategic planning session



Staff at ASPC- Florence participating in the updating of ADC's Five-Year Strategic Plan

**Department of Corrections
Five-Year Strategic Plan, FY 2010 to FY 2014**

Agency Vision

Strengthening Public Safety in Arizona Communities through Excellence in Corrections

Agency Values

- Prizing staff as our most valuable resource
- Rewarding staff performance that contributes to our shared values, mission, and goals
- Treating every person with integrity and respect
- Promoting a high quality of work life
- Affirming leadership and professionalism are responsibilities shared by all employees
- Holding each individual accountable for their actions
- Empowering all individuals to contribute
- Celebrating our successes
- Learning from our mistakes
- Sustaining an environment in which everyone is safe, civil and contributes
- Remembering people can change when provided opportunity and positive reinforcement
- Holding offenders responsible for the harm they caused crime victims and accountable for their reparation and restitution
- Treating all crime victims and survivors with fairness, respect, and dignity
- Incorporating principles of Restorative Justice in our correctional policies and processes
- Developing meaningful community partnerships
- Always using scarce resources wisely

Department of Corrections Five-Year Strategic Plan, FY 2010 to FY 2014



ASPC-Tucson staff developing and presenting their work group recommendations

Agency Mission

The Arizona Department of Corrections recruits and recognizes a well-trained, professional work force to serve and protect our communities and their crime victims by effectively employing the field's best security practices and proven re-entry programming to prepare offenders for the release and reintegration in the communities of Arizona as civil, productive citizens.

Agency Description

The Arizona Department of Corrections serves and protects the people of the state of Arizona by incarcerating inmates in its correctional facilities and supervising released offenders in the community in keeping with the field's best practices, periodically assessing their needs and risks and providing commensurate levels of supervision and evidence-based programs that promote literacy, employability, sobriety and accountability to crime victims, thereby reducing the possibility of relapse, revocation and recidivism and increasing the likelihood the felon population will be law-abiding and productive as they serve their sentences and after they are released.

Department of Corrections
Five-Year Strategic Plan, FY 2010 to FY 2014

Agency Customers and Stakeholders

The Arizona Department of Corrections strives to serve its customers and stakeholders with excellence:

- Arizona citizens and taxpayers
- Crime victims and their families
- ADC employees
- ADC employees' families
- ADC employee organizations
- Correctional volunteers
- Offenders and ex-offenders
- Families and friends of offenders
- Community service organizations assisting offenders and ex-offenders
- Offender advocacy groups
- Executive, Legislative and Judicial branches of Arizona government
- Federal, state, and local law enforcement agencies
- Municipalities
- Neighborhood crime watch groups
- Educational institutions
- Private sector partners
- Other community-based partners
- Media/Press
- Future generations of Arizonans

The Department's Professional Principles guide us in making ethical decisions and acting in an ethical manner. As employees of the Arizona Department of Corrections, we strive towards excellence in our every action by adhering to our code of conduct for correctional professionals at work and in all other aspects of our lives.

Professional Principles

- We abide by all of the laws of the United States and the State of Arizona and model the profession's highest ethical and moral behavior at all times.
- We perform all of our work assignments in a responsible manner because the public's trust and confidence in ADC rests with each of us.
- We are always diligent in the performance of our duties because our every action affects the safety and security of others.
- We expect proficiency and strive for excellence in our work performance.
- We pursue continuous professional growth and development, seek self-improvement and accept constructive criticism.
- We are teachers and leaders.
- We are professional in all that we say and do in the workplace.
- We report misconduct.
- We celebrate others' successes.

Department of Corrections Five-Year Strategic Plan, FY 2010 to FY 2014

- We communicate honestly and appropriately in word and action.
- We recognize and respect the similarities and differences in those who work with us and those who we serve.
- We treat everyone with respect and fairness.

The Department's Professional Principles guide me in making ethical decisions and acting in an ethical manner. As an employee of the Arizona Department of Corrections, I strive towards excellence in my every action by incorporating our Code of Conduct for correctional professionals in my work and other activities.

Code of Conduct

- I abide by all of the laws of the United States and the State of Arizona and model the profession's highest level of ethical and moral behavior at all times.
- I perform all of my work assignments in a responsible manner because the public's trust and confidence in ADC rests with me.
- I am always diligent in the performance of my duties because my every action affects the safety and security of others.
- I am proficient and strive for excellence in my work performance.
- I pursue continuous professional growth and development, seek self-improvement and accept constructive criticism.
- I am a teacher and a leader.
- I am professional in all that I say and do in the workplace.
- I report misconduct.
- I celebrate others' successes.
- I communicate honestly and appropriately in word and action.
- I recognize and respect the similarities and differences in those who work with us and those who we serve.
- I treat everyone with respect and fairness.

**Department of Corrections
Five-Year Strategic Plan, FY 2010 to FY 2014**

Overview, Agency Strategic Issues and Goals

STRATEGIC ISSUE 1:

Improve public safety *now* through facility and field operations, employing Corrections' best practices

During FY 2008, ADC admitted 21,423 inmates of which, 32 percent were not new court commitments but revocations from probation and community supervision for technical reasons. With a designated bed capacity of 31,760 and an offender count of 38,897, ADC ended the fiscal year with a deficit of 7,137 permanent beds, operating at 122% of its capacity on June 30, 2008.

Focused efforts toward programming the population resulted in 74 percent of the population productively engaged at the end of FY 2008. The impact of increasing school, work and treatment and improving supervision strategies on ADC's capacity to confine inmates and supervise offenders on community supervision have improved its operations since FY 2003 reducing inmate-on-inmate assaults 46 percent and inmate-on-staff assaults 41 percent, cutting inmate grievances 29 percent and inmate lawsuits 63 percent.

To efficiently and effectively operate a corrections system whose prisons are overcrowded and community corrections bureau is short on statutory intermediate sanctions, all staff at every work location presses for excellence, striving to comply in full with department policy and procedure, performing their duties professionally, proficiently. Participating in peer-review teams to assess each unit's compliance with policies and procedures and ensuring all employees are proficient in their performance of core correctional competencies improves the department's execution of its core security practices. Eliminating idleness by moving towards full employment of the population and productive use of leisure time mitigates the impact of overcrowding further improving public safety now.

During FY 2008, all complexes completed peer review assessments and achieved significant compliance with ADC policies, resulting in a 90 percent reduction in peer assessment negative findings over the past four years. Today, 99 percent of all correctional officers and 99 percent of all correctional supervisors demonstrated proficiency of key corrections competencies.

- GOAL 1:** All personnel are knowledgeable and proficient in ADC's core competencies and all of its units and sections consistently comply in full with essential policies and procedures.
- GOAL 2:** ADC has viable emergency preparation plans and all staff is proficient in its application.
- GOAL 3:** Interactions between and among staff and offenders are positive, appropriate and professional.
- GOAL 4:** All offenders are routinely classified, their classification scores accurately reflecting current levels of risk and need.
- GOAL 5:** ADC has adequate capacity and appropriately assigns offenders to housing in prison and supervision in the community commensurate with current risk and need.
- GOAL 6:** All inmates are productively and appropriately engaged every day to eliminate idleness and institutional misconduct.

Department of Corrections
Five-Year Strategic Plan, FY 2010 to FY 2014

GOAL 7: All offenders earn opportunities to improve the conditions of their confinement and supervision through sustained positive conduct and satisfactory participation in appropriate programming.

Strategic Issue 1 Performance Measures

1. To achieve zero escapes from any location

	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08
Number of escapees from any location (state prisons only)	0	5	0	2	2	2

2. To reduce and maintain number of homicides at zero

	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08
Number of homicides	0	1	1	2	3	1

3. To reduce and maintain number of confirmed sexual assaults at zero

	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08
Number of confirmed sexual assaults	20	20	5	4	7	10

4. To reduce and maintain number of suicides at zero

	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08
Number of suicides	8	6	3	8	6	5

5. To reduce major rule violations per 1,000 inmates per ADP

	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08
Number of major rule violations per 1,000 inmates per ADP	522.2	564.8	506.9	460.2	457.1	428.3

6. To reduce inmate on staff assaults per 1,000 inmates per ADP

	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08
Number of total inmate on staff assaults per 1,000 inmates per ADP	8	6.3	6.0	6.5	3.9	4.7

7. To reduce inmate on inmate assaults per 1,000 inmates per ADP

	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08
Number of inmate on inmate assaults per 1,000 inmates per ADP	26.7	21.1	19.9	20.4	16.7	14.3

8. To employ all inmates in appropriate work assignments

	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08
Percent of all inmates employed in appropriate work assignments (new measure)	N/A	N/A	N/A	N/A	79	74

**Department of Corrections
Five-Year Strategic Plan, FY 2010 to FY 2014**

9. To reduce number of inmate grievances

	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08
Number of inmate grievances per 1000 inmates per ADP	126.3	106.1	103	109.7	104.8	89.9

10. To reduce number of inmate medical grievances

	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08
Number of inmate medical grievances per 1000 inmates per ADP	25.2	24.2	17.8	17.5	20.2	19.2

11. To reduce number of inmate lawsuits filed (non-habeas)

	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08
Number of inmate lawsuit per 1000 inmates ADP	10.6	9.6	7.9	5.6	6.2	3.9

12. To increase core competencies of all staff in Correctional Officer Series, 90 percent of correctional series staff will receive a passing grade on annual core competency testing per quarter

	FY 07 4 th Quarter	FY 08 1 st Quarter	FY 08 2 nd Quarter	FY 08 3 rd Quarter	FY 08 4 th Quarter	FY 09 1 st Quarter
Percent of correctional series staff passing core competency test	98.4	99.49	99.77	99.03	98.19	TBD

13. To increase number of Subject Matter Experts

	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08
Number of SMEs	N/A	34	284	407	1215	1206

14. To utilize the Peer Audit process to ensure ADC prisons are compliant with policies and practices in field operations and score 90 percent or higher on Peer Audits per fiscal quarter

	FY 07 4 th Quarter	FY 08 1 st Quarter	FY 08 2 nd Quarter	FY 08 3 rd Quarter	FY 08 4 th Quarter	FY 09 1 st Quarter
Average peer audit percent score of all state prisons	99.87	99.83	99.83	99.92	99.87	TBD

15. To utilize the Peer Audit process to ensure private prisons are compliant with policies and practices in field operations and score 90 percent or higher on Peer Audits per fiscal year

	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08
Average peer audit percent score of audited private prisons	N/A	N/A	N/A	N/A	96.16	95.66

**Department of Corrections
Five-Year Strategic Plan, FY 2010 to FY 2014**

16. Reduce drug use by incarcerated inmates, ensuring at least 97 percent test negative through random drug testing

	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08
Percentage of annual inmate population randomly testing negative for drugs	96.52	97.12	96.08	97.07	97.43	96.85
Number of positive random tests	1037	1007	1374	1358	1382	1721
Number of inmate specimens collected	29817	35001	35068	46310	53760	54563

17. To forecast inmate population growth

	FY 04	FY 05	FY 06	FY 07	FY 08	FY 09 Estimated
Average daily inmate population	30815	31906	33108	35798	37919	40079
Average daily bed deficit	2801	2112	3149	2942	6159	2319

Strategic Issue 1

Strategies, Other On-going Efforts towards Excellence led by Offender Operations

1. Continue to expand and fortify the partnership between Community Corrections staff and Institutional staff in offender re-entry preparation yielding a seamless transition and satisfactory completion of offenders Corrections Plans.
2. Finalize and implement new Levels of Supervision protocols and procedures in Community Corrections maximizing best use of resources and evidence-based practices.
3. Continue to develop community resources that are readily available and affordable; partner with community and governmental organizations for resource development; share resources with other community-based service delivery systems.
4. Partner with community and government organizations in developing, aligning and deploying re-entry strategies and services in the management of high risk/need offenders who are released in highly concentrated geographical locations.
5. Develop and sustain as many meaningful partnerships as possible with stakeholders and customers.
6. Cultivate constituencies in the public and private sectors to advocate for ADC activities.
7. Expand advisory councils to continue to improve ADC operations and services; establish others as indicated.
8. Collaborate and share resources with other community emergency preparedness systems.
9. Routinely inform ADC's customers and stakeholders about its activities and outcomes.
10. Fully utilize existing space, program slots, time and personnel.
11. Fully implement the Earned Incentive Program in all institutions and custody levels.
12. Identify root causes of legitimate inmate complaints and institute systemic changes.
13. Identify staff successes and routinely recognize their contributions.
14. Encourage staff to be involved in their local community and recognize those who are.
15. Routinely monitor ADC activities and outputs for compliance, regularly publish results.
16. Develop formal processes to acquire, evaluate, disseminate and adopt-adapt as appropriate the field's best and next practice.
17. Continue to monitor and benchmark population management trends and anticipate and respond to changes in individual units, complexes, and the field.
18. Offset the impact of overcrowding and eliminate idleness by creating full time employment, leisure time opportunities of all eligible inmates.

Department of Corrections Five-Year Strategic Plan, FY 2010 to FY 2014

19. Identify and prioritize the referral of offenders to programs services according to their needs/risk per Intake information and classification processes, amenability to treatment and time left to serve.
20. Maintain lapse and relapse prevention and substance abuse interdiction efforts.
21. Provide timely re-assessment of inmates need for intervention and risk for relapse and mandate substance intervention for offenders using drugs and consuming alcohol.
22. Consistently provide only evidence-based programs services and supervision strategies.
23. Identify and implement outstanding Blue Ribbon Panel (BRP) recommendations and remaining Opportunities for Improvement (OFI) activities as soon as funding permits.
24. Fully implement Direct Supervision and Unit Management practices in all institutions and all custody levels.
25. Complete the re-certification of all current FTO personnel; continue to renew all FTO certifications every three years.
26. Monitor all vendors for compliance with contracts and institute a review process that precludes automatic renewals.
27. Identify Court holdings impacting Offender Operations and make timely adjustments to policy and procedure as needed.
28. Streamline and automate data reporting systems to eliminate “noise” and support decision-making that focuses on outcomes not outputs.



ASPC-Lewis staff participating in the updating of the ADC's Strategic Plan

Department of Corrections Five-Year Strategic Plan, FY 2010 to FY 2014

STRATEGIC ISSUE 2:

Improve public safety *later* by reducing offenders' relapse, revocation and recidivism through evidence-based strategies and services

During FY 2008, 32 percent of all felons admitted to ADC were committed or returned to custody as a result of technical violations of community supervision or readmitted after the Court's revocation of probation or the Board of Executive Clemency's revocation of parole. The remaining 68 percent of last year's admissions were sentenced by the court for new felony offenses. Few in this group, only 20 percent, were first-time felons and fewer still, only 14 percent, committed non-violent crimes, and just 5 percent were first-time, non-violent, drug offenders.

Most inmates admitted to ADC last year – 83 percent of the total prisoner population – have criminal histories including prior arrests, jail time and/or suspended sentences to probation. They have other problems as well. While 46 percent or so of the inmate population reported at Intake that they were under the influence of drugs or alcohol at the time of their arrest, 75 percent were determined to need substance abuse treatment services, 30 percent needed intensive treatment and 45 percent moderate treatment. Further, 46 percent of the population admitted in FY 2008 had not completed high school and did not possess a GED, the majority of which – 59 percent – performed academically below grade 8.

By and large the ADC inmate population failed to perform as civil (law abiding) or productive (literate, sober, employed) citizens in the community. Now sentenced to ADC, inmates serve on average about 19 months in prison but a considerable number – 39 percent of all releases in FY 2008 – served less than six months confined. The rest – 61 percent last year – only served about 29 months. While many – about 70 percent – have a limited opportunity to finalize release plans on community supervision, 17 percent completed their sentence in prison. Given the scope and severity of inmates' deficiencies at admission and the relatively short sentences they serve, ADC's approach to pre-release preparation begins day one of incarceration and continues through the last day of the sentence and includes transition-specific services starting twelve months prior to release. The ADC overall re-entry initiative, Getting Ready is a pragmatic pre-release program designed for inmates to acquire and apply in simulated real world situations, the skills they need to prepare and to succeed when they go home. It has four facets. (1) At Intake and annually through a process called Five by Five, an individualized Corrections Plan is developed and then updated for each inmate. (2) In the component called Seven-by-Three-by-Three all inmates are required to work and encouraged to attend school and undergo treatment as warranted during the "work" day. When not at work, they are expected to participate in community service, victim-focused activities, and programs providing family support and self improvement. All inmates can advance in their standing in a three-tiered recognition system, the Earned Incentive Program, progressively improving the conditions of their confinement. (3) As inmates get closer to release, the corrections plans incorporate Transition-Specific strategies. Inmates admitted with short sentences are assigned to Fast Track facilities where their primary focus is discharge planning. (4) Getting Ready also incorporates into prison life expectations and opportunities that make institutional life more like the free world, a Parallel Universe. Inmates earn GED certificates and complete job-training before seeking premium-paying jobs. Inmates lacking GED certificates are limited to entry-level jobs and fewer institutional privileges. The discipline policy is more like the Criminal Code than a Rules Book, focusing on legal, not rule, violations. The institution schedule resembles the real world calendar because elective activities are scheduled at night and during weekends, no longer just during the work day. Finally, inmates, not correctional staff, are responsible for staying on schedule and spending within their means.

The impact of Getting Ready, an integrated effort imbued with real-world expectations, is measurable. Over the past five years, 13,917 inmates have earned a high school equivalency diploma and in FY 2008, ADC graduates represented a full 22.8 percent of the state's total GED recipients. Indicators of our initiative's efficiency are as impressive as those measuring its effectiveness. Over 1,500 low custody inmates who

Department of Corrections Five-Year Strategic Plan, FY 2010 to FY 2014

completed Getting Ready have been released over the past two years. This group is doing much better than comparable inmates, 35 percent fewer new crimes and 5percent less revocations equating to a 26,000 bed day saving totaling \$1.6 million dollars thus far. ADC’s correctional industries (ACI) generated \$28.7 million in sales last year; its profits reinvested in programs services for the population. The money was well spent. More than 104 percent of all classroom seats and over 93.5 percent of treatment slots were fully utilized. Increasingly, when the vast majority of all ADC inmates, 96 percent serving a term of years, are released they are far better prepared than before to take care of themselves and their families and far less likely to relapse, be revoked, and re-offend.

- GOAL 8:** The correctional environment is imbedded with real world *expectations* that offenders are responsible and accountable for their decisions and behavior, and real world *opportunities* for them to improve the conditions of their confinement and community supervision over time through sustained civil and productive conduct.
- GOAL 9:** All offenders who are incarcerated for more than six months including special populations with co-occurring disorders and chronic mental health needs acquire sufficient skill sets and realistic pre-release preparation throughout their sentence to rejoin their communities as civil and productive ex-offenders and remain crime-free and self-sustaining.
- GOAL 10:** Through public and private sector partnerships with others in the community, the ADC provides comprehensive transition-specific planning and programming for every inmate serving more than six months prior to discharge from prison.
- GOAL 11:** Through public and private sector partnerships with others in the community, all “fast-track” inmates, those who are incarcerated for less than six months receive transition-specific planning and programming prior to their discharge from prison.

Strategic Issue 2 Performance Measures

1. To increase number of inmates graduating with GED

	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08
Number of GED graduates	791	1439	3125	3091	3306	2956

New Measure FY 2009	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14
Number of inmates requiring a GED	TBD	TBD	TBD	TBD	TBD	TBD
Number of GED graduates	TBD	TBD	TBD	TBD	TBD	TBD
Utilization percentage of inmates earning a GED	TBD	TBD	TBD	TBD	TBD	TBD

2. To increase number of inmates achieving eighth grade Functional Literacy

	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08
Number of inmates achieving grade eighth proficiency	6043	5899	4874	4602	5136	4698

Department of Corrections
Five-Year Strategic Plan, FY 2010 to FY 2014

New Measure FY 2009	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14
Number of inmates requiring eighth Grade Functional Literacy	TBD	TBD	TBD	TBD	TBD	TBD
Number of inmates achieving grade eighth proficiency	TBD	TBD	TBD	TBD	TBD	TBD
Utilization percentage of inmates achieving eighth grade proficiency	TBD	TBD	TBD	TBD	TBD	TBD

3. To ensure all eligible inmates under age 22 will receive a Free and Appropriate Public Education within 20 days of intake

	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08
Percent of eligible inmates enrolled in FAPE within 20 days of intake	N/A	N/A	100	100	100	100

4. To increase number of eligible inmates completing drug treatment and drug education

	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08
Number of inmates completing drug treatment	N/A	N/A	771	1500	1510	679
Number of inmates completing drug education	3232	6074	8879	9042	10960	9628

New Measure FY 2009	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14
Number of eligible inmates requiring drug treatment	TBD	TBD	TBD	TBD	TBD	TBD
Number eligible inmates completing drug treatment	TBD	TBD	TBD	TBD	TBD	TBD
Utilization percentage of inmates completing drug treatment	TBD	TBD	TBD	TBD	TBD	TBD

5. To reduce unnecessary length-of-stays in outside hospital facilities

	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08
Average length-of- stay for in-patient hospital care	N/A	N/A	N/A	8.63	6.53	5.33

6. To reduce the number of offenders returning to prison based on technical violations committed while on community supervision

	FY03	FY 04	FY 05	FY 06	FY 07	FY 08
Percentage of offenders revoked for technical violations	35.2	22.28	18.11	19.77	19.83	14.37
Number of offenders revoked for technical violations/Number of offenders on supervision	3257/9249	2798/12558	2858/15784	3383/17112	3584/18073	2878/20029

**Department of Corrections
Five-Year Strategic Plan, FY 2010 to FY 2014**

7. To reduce new felony crimes committed by offenders while under Community Supervision

	FY 04	FY 05	FY 06	FY 07	FY 08
Percentage of offenders arrested for new felonies	1.37	1.10	1.24	1.29	1.18
Number of offenders arrested for new felonies/Number of offenders on supervision	172/12558	174/15784	212/17112	233/18073	236/20029

8. Community Betterment, eligible state inmates will provide 300,000 hours of community betterment per established Agreements per fiscal quarter

	FY 07 4 th Quarter	FY 08 1 st Quarter	FY 08 2 nd Quarter	FY 08 3 rd Quarter	FY 08 4 th Quarter	FY 09 1 st Quarter
Number of hours provided to communities per established Agreements	492,928	507,683	491,335	471,388	565,866	TBD

9. To increase the number of inmates and inmate hours worked in ACI

	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08
Number of inmates working ACI	1524	1595	1870	1882	1948	2066
Number of inmate hours	2.4 M	2.5 M	2.8 M	3.1 M	3.0 M	3.2 M

10. To increase the number of inmates earning WBE certificates

	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08
Number of WBE certificates earned	1826	1666	2126	3201	3665	3137

Strategic Issue 2

Strategies, Other On-going Efforts towards Excellence, to be led by Programs Services

1. Fully implement the automated Corrections Plan to support Getting Ready for all offenders from day one of incarceration to the last day of supervision.
2. Continue to expand and maximize real world work opportunities for inmates and jobs for offenders on community supervision.
3. Modify as necessary programs services offerings to maximize long term outcomes for female offenders.
4. Monitor all vendors for compliance with contracts and institute a review process that precludes automatic renewals.
5. Identify USSC holdings impacting programs services and make timely adjustments to policy and procedures as needed.
6. Continue to develop community resources that are readily available and affordable; partner with community and governmental organizations for resource development; share resources with other community-based service delivery systems.
7. Develop and sustain as many meaningful partnerships as possible with stakeholders and customers.
8. Cultivate constituencies in the public and private sectors to advocate for ADC activities.
9. Expand advisory councils to continue to improve ADC operations and services; establish others as indicated.
10. Routinely inform ADC's customers and stakeholders about its activities and outcomes.
11. Fully utilize existing space, program slots, time and personnel.
12. Identify staff's successes and routinely recognize their contributions.
13. Encourage staff to be involved in their local community and recognize those who are.
14. Routinely monitor ADC activities and outputs for compliance, regularly publish results.

Department of Corrections Five-Year Strategic Plan, FY 2010 to FY 2014

15. Develop formal process to acquire, evaluate, disseminate and adopt-adapt as appropriate the field's best and next practice.
16. Continue to monitor and benchmark population management trends and anticipate and respond to changes in individual units, complexes and/or the field.
17. Offset the impact of overcrowding and eliminate idleness by creating full time employment, leisure time opportunities of all eligible inmates.
18. Identify and prioritize the referral of offenders to programs services according to their needs/risk per Intake information and classification processes, amenability to treatment and time left to serve.
19. Maintain lapse and relapse prevention and substance abuse interdiction efforts.
20. Provide timely re-assessment of inmates need for intervention and risk for relapse and mandate substance intervention for offenders using drugs and consuming alcohol.
21. Consistently provide only evidence-based program services and supervision strategies.
22. Streamline and automate data reporting systems to eliminate "noise" and support program decision-making that focuses on outcomes not outputs.
23. Continue to expand the Students Recycling Used Technology (StRUT) program beyond a Work-based Education program as an inmate work program providing refurbished computers to Arizona School Districts.
24. Continue to expand the ADC Efficiency Review and Green Initiatives; Solar Panel Project and Reforestation to provide Work Based Education opportunities for inmates and cost savings to Arizona taxpayers.
25. Develop and Implement Cottage Industries providing inmate employment opportunities, real world job skill development and offsetting institution idleness.



ASPC-Lewis and ASPC-Winslow staff recognized for heroic measures receiving Life Saving Awards

STRATEGIC ISSUE 3:

Recruit, retain and recognize excellent ADC staff representing our flagship agency

ADC employs 9,988 excellent employees who serve the state diligently. The department is resolved that the state matches our employees' efforts and expresses its appreciation for the contributions of the ADC workforce with competitive wages and benefits. During FY 2008 ADC successfully reduced its turnover rate of 25 percent in FY 2006 to 15 percent. In addition, improvements in staff salaries particularly in the CO series have sustained a measurable positive difference in FY 2008 reducing the vacancy rate in FY 2006 of 22.6 percent, reaching 30 percent at certain locations, to 4.2 percent at the end of FY 2008.

Department of Corrections Five-Year Strategic Plan, FY 2010 to FY 2014

Better pay coupled with operational reforms has resulted in slow and steady growth in the workforce. While COTA classes are full, the rate of resignations is not yet fully resolved. ADC redoubles its efforts in FY 2009 to find and keep exceptional personnel with continued efforts towards providing a safe and sound environment through effective and efficient operational practices. This includes disseminating Getting Ready with the Corrections Community through its exemplary cadre of correctional professionals as subject matter experts who will be called upon to assist in the replication of Getting Ready.

GOAL 12: The ADC recruits and retains a qualified, diverse and professional correctional workforce, and recognizes their contributions to the actualization of ADC's vision and achievement of its mission.

GOAL 13: ADC's continuum of pre-service, in-service and pre-promotional training programs and career development prepares its workforce to assume and perform their duties with excellence and grow professionally and personally.

GOAL 14: The workplace environment sustains staff's efforts to achieve and celebrate flagship status.

Strategic Issue 3 Performance Measures

1. To ensure 100 percent of uniformed staff receives PREA pre-service and in-service training

	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08
Percentage of uniform staff completing PREA pre-service training	N/A	N/A	N/A	N/A	N/A	100

2. To ensure 100 percent of civilian staff receives PREA pre-service and in-service training

	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08
Percentage of civilian staff completing PREA pre-service	N/A	N/A	N/A	N/A	N/A	100

3. To reduce the number of formal Employee Grievances each year

	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08
Number of employee grievances	N/A	135	174	173	156	142

4. To sustain a low CO II vacancy rate each year through improved recruitment and retention

	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08
Annual CO II vacancy rate Percentage	N/A	11.4	26.1	18.7	2.54	4.23

5. To decrease the CO II turnover rate each year

	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08
Annual Turnover Rate percentage	N/A	27.5	26.1	18.7	18.4	15.0

Department of Corrections Five-Year Strategic Plan, FY 2010 to FY 2014

Strategic Issue 3

Strategies, On-going efforts towards Excellence, led by Support Services

1. Develop community resources that are readily available and affordable.
2. Identify, develop and implement no cost/low cost benefits to improve staff retention.
3. Identify staff successes and routinely recognize their contributions.
4. Eliminate all unnecessary double fill, limited and temporary positions.
5. Continue to develop community resources that are readily available and affordable; partner with community and governmental organizations for resource development; share resources with other community-based service delivery systems.
6. Partner with community and government organizations to develop/expand human resources.
7. Develop and sustain as many meaningful partnerships as possible with stakeholders and customers.
8. Cultivate constituencies in the public and private sectors to advocate for ADC activities.
9. Expand advisory councils to continue to improve ADC operations and services; establish others as indicated.
10. Routinely inform ADC's customers and stakeholders about its activities and outcomes.
11. Continue to identify, develop and implement efficiency savings in Support Service functions and services.
12. Fully utilize existing space, program slots, time and personnel.
13. Routinely monitor ADC activities and outputs for compliance, regularly publish results.
14. Develop formal processes to acquire, evaluate, disseminate and adopt-adapt as appropriate the field's best and next practice.
15. Consistently provide only evidence-based program services and supervision strategies.
16. Identify USSC holdings impacting programs services and make timely adjustments to policy and procedures as needed.
17. Monitor all vendors for compliance with contracts and institute a review process that precludes automatic renewals.



ASPC-Safford inmates carving flagstone for Safford's Victims Rights Memorial Garden

Department of Corrections Five-Year Strategic Plan, FY 2010 to FY 2014

STRATEGIC ISSUE 4:

Provide victim-focused and victim-friendly services to crime victims and survivors

Prior to FY 2004 ADC had only limited involvement with crime victims and survivors. It provided few victim services and offered no opportunities for victims-focused services. Integral to the Plan first formed in FY 2004 is our steadfast commitment to advocate for and extend support to the very core of our constituency, crime victims and survivors. We strive to improve their access to timely, reliable information about offenders and payment in full of all court-ordered restitution. We also expect all offenders to accept responsibility for their criminal conduct and express remorse in work and deed repairing the harm they have caused crime victims, their families, neighbors and neighborhoods. In FY 2008, inmates contributed over \$574,733 in cash and in-kind donations to crime victim agencies in Arizona through restorative justice activities held at each of the 10 prisons throughout the year. Since FY 2004, inmates have given \$1,424,740 to crime victim agencies.

Court-ordered restitution payments also increased 14 percent since FY 2003 and individual inmate payments are up an average of 14 percent. To this end, ADC is redoubling its efforts to collect more restitution for more crime victims and has three kinds of restorative justice programs benefiting in part through survivors statewide and raising inmate's awareness of their impact of crime on others. All three endeavors are victim-focused and victim-friendly. They are intended primarily to benefit and better serve the crime victims' community by engaging offenders in activities that mitigate the harm that their felonious conduct has done to others. Two of these programs – Impact of Crime on Victims (ICVC) classes and Restorative Justice (victims' focused community service requested by and directly benefiting crime victims and crime victims' organizations) – are provided at every complex and over time will be offered at every unit. The third offering – victim-offender dialog – will be available later this year.

GOAL 15: Crime victims and their families have ready access to ADC and receive credible information and critical support services.

GOAL 16: All offenders are involved in victim-focused activities that promote awareness of the impact of their criminal conduct on crime victims and press the population to make amends to crime victims for their unlawful behavior including the payment of all court-ordered restitution.

Strategic Issue 4 Performance Measures

1. ADC inmates will donate \$75,000 in cash and/or in-kind contributions to crime victim organizations in Arizona each fiscal quarter.

	FY 07 4 th Quarter	FY 08 1 st Quarter	FY 08 2 nd Quarter	FY 08 3 rd Quarter	FY 08 4 th Quarter
Rolling 12-month amount donated by ADC inmates	\$446,927	\$479,843	\$555,641	\$560,948	\$556,890

2. To ensure mandated victim notifications for offender release, death and escape are sent timely to registered survivors

	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08
Percent of victim requests and packets sent timely	N/A	N/A	N/A	100	100	100

**Department of Corrections
Five-Year Strategic Plan, FY 2010 to FY 2014**

3. To increase the average amount of collected court ordered restitution per inmate

	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08
Average amount of court ordered restitution per inmate	N/A	\$114.49	\$119.92	\$131.25	\$141.06	\$130.67
Number of inmates with court-ordered restitution	N/A	7255	7565	7796	7089	7472
Amount of court-ordered restitution collected	N/A	\$830,612	\$907,202	\$1,023,197	\$999,997	\$976,379

Issue 4 Strategies, On-Going Efforts towards Excellence, led by the Office of the Director, Victims Services

1. Standardize restorative justice activities and delivery methods providing a systemic approach towards victim-focused programs and activities.
2. Continue to expand restorative justice programs to ensure all inmates participate prior to release.
3. Continue to identify and develop restorative justice activities and local community service based on the specific needs of the community where each prison is located.
4. Continue to develop community resources that are readily available and affordable; partner with community and governmental organizations for resource development; share resources with other community-based service delivery systems.
5. Develop industry standard practices and processes in ensuring victim restitution and compensation is received as ordered.
6. Collaborate with government organizations to develop, expand and share resources that assist crime victims and victim organizations
7. Routinely inform ADC's customers and stakeholders about its activities and outcomes.
8. Educate the public, cultivate constituencies in the public and private sectors, and develop outreach programs to garner support for victims' issues, and advocate for ADC programs and services benefiting crime victims and victim organizations through the media, public appearances and publications.
9. Fully utilize existing space, program slots, time and personnel.
10. Routinely monitor ADC activities and outputs for compliance, regularly publish results.
11. Develop formal processes to acquire, evaluate, disseminate and adopt-adapt as appropriate the field's best and next practice.
12. Consistently provide only evidence-based program services and supervision strategies.
13. Identify USSC holdings impacting programs services and make timely adjustments to policy and procedures as needed.
14. Develop and distribute crime prevention information; for example, public service announcements and training videos.
15. Partner as appropriate with legislators, prosecutors and the Court at the county, state and federal levels of government.
16. Promote a victim-sensitive culture throughout ADC and its partner agencies in criminal justice and law enforcement.
17. Develop annual ceremonies to commemorate Victims' Rights Week.
18. Draft legislation to address system deficiencies including as examples, rape shield laws, ensuring the confidentiality of correctional employees who are victims of workplace violence.
19. Monitor all vendors for compliance with contracts and institute a review process that precludes automatic renewals.

Department of Corrections Five-Year Strategic Plan, FY 2010 to FY 2014

Summary of Additional Outcomes, Strategic Issues 1 - 4

1. ADC exceeds published performance measures through efficient and effective system and resource allocation, utilization and application.
2. Performance measures inform decision-making.
3. Validated need and risk instruments inform decision-making.
4. Increased constituent services contacts for information; fewer frivolous contacts
5. No new felonies committed by offender during the course of their sentences
6. No new felonies committed by ex-offenders after the conclusion of their sentences
7. All inmates and offenders on community supervision avoid lapse/relapse
8. Inmates and offenders are compliant with medications and diet
9. No new HIV exposures
10. No avoidable illnesses or injuries
11. No avoidable deaths
12. The ADC workforce continues to grow in stature and professionalism.
13. All staff proficiently performs their duties.
14. All staff progresses within ADC commensurate with their interests and abilities.
15. Staff has adequate resources to perform their assigned duties effectively and efficiently.
16. Overtime spending is brought to the lowest level funded positions permit.
17. Mandatory overtime is brought to the lowest level funded positions permit.
18. EEOC complaints and staff grievances are eliminated.
19. Turnover resulting from non-competitive wages and benefits, lack of recognition and hostile workplace practices are eliminated.
20. The rate of staff turnover and vacancies at ADC is lower than the state's average providing an increasingly experienced workforce.
21. Women and minority employees in supervisory and managerial ranks and/or earning greater than \$50,000 per annum are proportionate to the state's workforce.
22. Contracts renewals are based on merit
23. No sustainable protests are the result of procurement actions.
24. Crime victims and survivors recover from the impact of crime as much as possible, as quickly as possible.
25. ADC staff subjected to workplace violence recovers from its impact as much as possible, as quickly as possible.
26. ADC staff returning from active military duty receives transition support through ADC Military Support Groups and assistance in receiving access to benefits and services through ADC's collaboration with the Department of Labor, VA and Vet Center.
27. Supported, crime victims and survivors recover faster and better than before.
28. All registered crime victims receive court-ordered restitution in full and on time.

**Department of Corrections
Five-Year Strategic Plan, FY 2010 to FY 2014**

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 of all Strategic Issue Resource Assumptions						
(Calculated in nominal/constant dollars)	FY 2009 Appropriation	FY 2010 Budget Request	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate	FY 2014 Estimate
Full Time Equivalent (FTE)	9,932.5	10,951.2	11,151.2	11,351.2	11,551.2	11,751.2
General Fund	947,476,000	1,097,613,500	1,241,762,400	1,303,440,500	1,368,202,500	1,436,202,700
Other Appropriated Fund	52,225,500	52,225,500	52,225,500	52,225,500	52,225,500	52,225,500
Non Appropriated Fund Expenditures	48,397,200	44,689,900	44,689,900	44,689,900	44,689,900	44,689,900
Federal Funds Expenditures	28,103,000	17,899,100	17,899,100	17,899,100	17,899,100	17,899,100
Agency Total Funds	1,076,201,700	1,212,428,000	1,356,576,900	1,418,255,000	1,483,017,000	1,551,017,200

Notes:

- FY 2010 figures are based on the ADC's FY 2010 operating budget request.
- General Fund estimates in Years 2011 - 2014 reflect increased population growth (180 additional inmates per month) including the opening of 6,000 permanent beds.