



FIVE-YEAR STRATEGIC PLAN

FY 2007 to FY 2011

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

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Director

**Department of Corrections
Five-Year Strategic Plan, FY 2007 to FY 2011**

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Overview

Management and labor representatives in the Arizona Department of Corrections (ADC) came together a number of times during Fiscal Years 2004 and 2005 to evaluate and add to the agency's Five-Year Strategic Plan per Arizona Laws 2002, Chapter 210 (SB 1436). The department's three divisions redoubled their efforts during Fiscal Year 2006, meeting with a team of facility leaders at each of the agency's ten complexes, each 200 or more in number and including staff in the corrections and community corrections series, and support and programs staff. Work groups department-wide have been diligent in refinement of the ADC Strategic Plan (the Plan) during FY 2006 and its implementation over the five-year period.

The Plan is the culmination of collaborative processes by which the Department develops clear, simple and sequential outputs and outcomes towards which we strive as corrections professionals. The Plan sharpens the Department's focus, consolidates its activities, and refines its strategies. It enables us to harnesses our energy for maximum results which continues to create an organization that incorporates the field's best practices into an agency that excels at protecting the public now and later, prepares offenders for release as civil and productive citizens well before the conclusion of their sentence, and 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 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 our staff, space and time for the public's benefit. Accomplishing each of the four issues is critical towards fulfilling the department's mission to provide the longest lasting public safety.

The department's Parallel Universe approach to Re-Entry preparation has yielded a number of positive outcomes in its first two years of operation including marked reductions in inmate-on-inmate, inmate-on-staff assaults and inmate grievances in the prisons and cutting by 45% technical revocations in community supervision. Over time, it is expected that our approach to pre-release preparation will lower recidivism and cut its attendant costs. Parallel Universe speaks to the manner in which inmates serve their time acquiring the skills essential to citizenship – literacy, employability and sobriety – and practicing pro-social decision-making through programming that imparts our communities' core values in ways that are as much like the real world as is possible in a prison setting. Parallel Universe emphasizes preparation for re-entry: It is future-focused and victim friendly. 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.

The Department 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 Department renews its commitment to improve the quality of work life for employees, continue to expand staff development and training, empower

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supervisory and subordinate personnel alike to make change happen, and to employ proven strategies to improve recruitment, retention and recognition of its exceptional correctional professional workforce.



ASPC-Eyman staff participated in the updating of the department's five-year Plan

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.
- Providing an environment in which everyone can be safe, civil, and productive.

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- Remembering people can change when provided opportunity and positive reinforcement.
- Offenders are responsible to repair harm they caused to crime victims.
- 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.



ASPC-Safford staff reports on their work group's recommendations

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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 pre-release programming to prepare offenders for the release and reintegration in the communities of Arizona as civil, productive citizens.

Agency Description

The Department serves and protects the people of the State by incarcerating inmates in its correctional facilities, and supervising released offenders in the community in keeping with the field's best practices notably, periodically assessing their needs and risks and providing commensurate levels of supervision and program services that promote literacy, employability, sobriety and accountability to crime victims, thereby reducing the likelihood of relapse, revocation and recidivism and increasing the likelihood the felon population will be law-abiding, productive citizens when their sentence is served and they are released.

Agency Customers and Stakeholders

ADC strives to serve its customers and stakeholders:

- 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
- Contractors and vendors
- Media/Press
- Future Generations of Arizonans

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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 the department 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.
- 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.

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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 the Department 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.
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Overview, Agency Strategic Issues and Goals

STRATEGIC ISSUE 1:

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

- GOAL 1:** Agency personnel are knowledgeable and proficient in the Department's core competencies and all units and sections in ADC consistently comply in full with essential policies and procedures.
- GOAL 2:** The department has a viable emergency preparation plan and all staff is proficient in its applications.
- GOAL 3:** Interactions between and among staff and offenders are appropriate, professional.
- GOAL 4:** The department has adequate capacity to appropriately assign offenders to housing in prison and on community supervision commensurate with risk and need.
- GOAL 5:** All offenders are accurately classified and regular reclassified to reflect risk and need.
- GOAL 6:** All programmable inmates are productively and appropriately involved full-time to eliminate idleness and institutional misconduct.
- GOAL 7:** Offenders improve the conditions of their confinement and supervisions with positive conduct and appropriate programming.

STRATEGIC ISSUE 2:

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

- 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* to improve the conditions of their confinement and community supervision over time through sustained civil and productive conduct.
- GOAL 9:** All programmable offenders acquire sufficient skill sets and realistic pre-release preparation throughout their sentence to ADC to rejoin their communities as civil and productive ex-offenders and remain crime-free and self-sustaining.
- GOAL 10:** In partnership with others in the community, all "fast-track" inmates, those who are incarcerated for less than six months, and special populations including those with co-occurring disorders and chronic mental health needs receive transition-specific planning and programming prior to their discharge from prison.

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GOAL 11: In partnership with others in the community, the department provides comprehensive transition-specific planning and programming for every inmate serving more than six months prior to discharge from prison.

STRATEGIC ISSUE 3:

Recruit, retain, and recognize excellent ADC staff that represents this flagship agency

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

GOAL 13: The department's continuum of state-of-art pre-service, in-service and career development training programs prepares the ADC workforce to assume and perform their duties with excellence.

GOAL 14: The workplace environment sustains organizational change towards excellence and the efforts of its professional workforce.

STRATEGIC ISSUE 4:

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

GOAL 15: Crime victims and their families have ready access to the Department, and receive credible support services.

GOAL 16: All offenders are involved in victim-focused activities that promote awareness and understanding of the impact of their criminal conduct on crime victims and make amends to crime victims for their unlawful behavior.

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STRATEGIC ISSUE 1:

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

During FY 2005, ADC admitted 17,475 offenders of which number, 38% were not new court commitments but revocations from probation and community supervision for technical reasons. With a designated bed capacity of 31,536 and an offender count of 32,710, ADC ended the fiscal year with a deficit of 1,174 permanent beds, operating at 104% of its permanent capacity on June 30, 2005, an improvement of six percent from the prior year. Full time programming of the population improved; 62% of the eligible population are now productively engaged at least part time. The immediate impact of increasing school, work and treatment and improving supervision strategies on the department's overcrowded prisons and under-funded field offices was the appreciable drop in inmate-on-inmate by 26.22%, inmate-on-staff assaults by 26.25%, and inmate grievances by 19.32% and the marked reduction in technical revocations by 45%. To efficiently and effectively operate a correctional system whose prisons are operating over capacity and its community corrections unit is short on intermediate sanctions, every work location presses for excellence, strives to comply in full with Department policy and procedure, and every correctional professional in ADC works to perform his duties proficiently. Establishing peer-review teams to assess units' compliance with policies and procedures, ensuring all staff is competent in their performance of core correctional competencies, improving core security practices, and moving towards full employment of the programmable population is improving public safety now. During FY 2005 all staff in the corrections series made measurable improvements of an overall average of 11%. Further, all of the complexes achieved significant compliance with department policies with all prisons operating in accord with director's orders at 98.28% or greater.



ASPC-Safford staff develops recommendations in their work groups

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GOAL 1:

Agency personnel are knowledgeable and proficient in the Department's core competencies and all units and sections in ADC consistently comply in full with essential policies and procedures.

Objectives, led by the Division of Offender Operations completed to date

1. The scope of the Back-to-Basics (B2B) approach to staff safety and staff development is expanded, other critical core competencies added annually to the proficiency testing of security staff and expanding testing of additional department staff; provide additional On-the-Job Training (OJT) and On-the-Job Retraining (OJRT) as necessary.
2. The B2B approach to auditing is augmented by enlisting more ADC subject matter experts (SME) and its scope is expanded by incorporating additional important agency policies and procedures in the complexes' annual assessments.

Objectives, to be completed in FY 2006, led by the Division of Offender Operations

1. Implement the revised FTO training program including the routine re-certification of all FTO personnel every three years.
2. Revise and institute process to ensure key security policies are routinely reviewed at least every three years and revised as often as necessary.
3. Identify department policies implemented in response to court orders and consent decrees; ensure policies are current and comply with federal statutes and recent USSC holdings. Post orders and the inmate rule book is modified accordingly.
4. Fortify the fugitive apprehension unit, promulgate operating orders, resolve current list of absconders.
5. Finalize revisions and timely implement key security policies notably, the ADC offender disciplinary system and Incident Management System (IMS).
6. Publish universal definitions to measure agency outcomes and track progress monthly.
7. Monitor population management trends (complaints by and on behalf of inmates, staff, crime victims, and others; inmate major and minor rule violations, assaults, and uses of force; and percentage of programmable offenders productively engaged full time, as examples) and use feedback to identify hotspots and improve ADC operations.
8. Implement outstanding Blue Ribbon Panel (BRP) recommendations and remaining Opportunities for Improvement (OFI) activities as soon as funding permits. Develop alternative remedies where funds are not forthcoming.
9. Develop a method by which maintenance staff routinely receives in-service and professional development.

Objectives, to be completed in FY 2007, led by the Division of Offender Operations

1. An interim assessment of the revised FTO training and re-certification program is completed, adjustments are made as warranted.
2. An interim assessment of the processes by which key security policies are now routinely reviewed at least every three years and revised as often as necessary is completed.
3. All department policies implemented in response to court orders and consent decrees as well as post orders and the inmate rule book are current and comply with federal statutes and recent USSC holdings.

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4. An interim assessment of the processes by which the fugitive apprehension unit resolves the current list of absconders is completed, adjustments are made as warranted.
5. An interim assessment of the processes by which key security policies notably, the ADC offender disciplinary system and Incident Management System (IMS) is completed, adjustments are made as warranted.
6. Any report not utilizing universal definitions to measure agency outcomes and track progress monthly is discontinued.
7. Universally-defined measures are utilized to monitor population management trends (complaints by and on behalf of inmates, staff, crime victims, and others; inmate major and minor rule violations, assaults, and uses of force; and percentage of programmable offenders productively engaged full time, as examples); the processes by which the data is used as feedback to identify hotspots and improve ADC operations is assessed, adjustments are made as warranted.
8. Any remaining outstanding Blue Ribbon Panel (BRP) recommendations and outstanding Opportunities for Improvement (OFI) for which there are no funds will be implemented by alternative means or reconsidered.
9. An interim assessment of the processes by which maintenance staff routinely receives in-service and professional development is completed, adjustments are made as warranted.
10. Expand the Back-to-Basics (B2B) approach to staff safety and staff development, continuing to expand critical core competencies to the proficiency testing of security staff and expanding testing of additional department staff; provide additional On-the-Job Training (OJT) and On the-Job-Retraining (OJRT) as necessary.

Objectives, to be completed in FY 2008 - 2011, led by the Division of Offender Operations

1. All staff performing FTO duties is routinely re-assessed and re-certified every three years.
2. All key security policies are now routinely reviewed at least every three years and revised as often as necessary.
3. All department policies implemented in response to court orders and consent decrees as well as post orders and the inmate rule book remain current and comply with federal statutes and recent USSC holdings.
4. The fugitive apprehension unit resolves the current list of absconders and quickly apprehends new absconders.
5. Trend data is based on reports utilizing universal definitions measuring agency outcomes.
6. Any remaining outstanding Blue Ribbon Panel (BRP) recommendations and outstanding Opportunities for Improvement (OFI) resolved in full.
7. Continue to expand annually the Back-to-Basics (B2B) approach to staff safety and staff development, adding more critical core competencies to the proficiency testing of security staff and including other job classes in testing; provide additional On-the-Job Training (OJT) and On the-Job-Retraining (OJRT) as necessary.
8. In anticipation of an increase of elderly and aging inmates, implement agency activities per the Arizona Aging 2020 Plan.

Outputs

1. All staff is tested for proficiency in core correctional competencies annually. All line staff, supervisors and administrators receive a passing score; greater than one-half score above average and more than one quarter score with distinction.

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2. All units and complexes complete peer review assessments annually. All units and complexes receive passing scores and no units or complexes receive less than a passing score in any essential area.
3. Core competency testing and peer review assessments are each expanded to incorporate other important policies and procedures annually.
4. All FTO staff is re-certified every three years.
5. All outstanding high-risk and felony class 1 and 2 fugitives are apprehended.
6. DO 803 (inmate discipline) and 706 (IMS) are implemented.
7. Every DO is reviewed every three years and revised immediately as warranted.
8. All department orders are consistent with federal law and USSC holdings.

Outcomes

1. No security breaches are the result of staff failure to perform duties per policy and post order.
2. No security breaches are the result of a unit's or a complex's failure to comply with departmental orders and directives.
3. All future high-risk and felony class 1 and 2 fugitives are apprehended quickly.
4. Inmate discipline is less frequently imposed and always fairly administered.
5. All agency direction complies with the letter and the spirit of federal law and USSC holdings.

GOAL 2:

The department has a viable emergency preparation plan and all staff is proficient in its applications.

Objectives, led by the Division of Offender Operations completed to date.

1. Institute an annual assessment process to ascertain and ensure emergency preparedness utilizing the National Institute of Corrections (NIC) instrument, all prison complexes.
2. Formalize collaboration and emergency preparedness training with law enforcement.

Objectives, to be completed in FY 2006, led by the Division of Offender Operations

1. Integrate findings from the NIC emergency preparedness assessments into the B2B approach to staff safety and staff development and expanding testing to include other department staff; providing additional OJT and OJRT as necessary.
2. Integrate findings from the NIC emergency preparedness assessments into the B2B approach to auditing, enlist additional ADC SME in the process, and incorporate other important agency policies and procedures in the complexes' annual re-assessments.
3. Incorporate familiarization with the National Incident Management System and Incident Command System into the annual training plan.
4. Train all First Responders in NIMS and ICS.
5. Incorporate familiarization with the National Incident Management System and the Incident Command System into the training plan at the Correctional Officer Training Academy (COTA).
6. Review and revise all Emergency Operations Plans to ensure NIMS Compliance.
7. Develop, maintain, and exercise an agency Business Continuity Plan that is guided by the ADC five-year Strategic Plan.

Objectives, to be completed in FY 2007, led by the Division of Offender Operations

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1. Devise and implement an emergency exercise plan that tests the agency emergency response capabilities annually.
2. Incorporate emergency readiness assessments, through evaluated table top exercises, into the annual peer audit reviews at each prison complex.
3. Train all non-first responders in NIMS and ICS.
4. Create a video library of all ADC Buildings, entrances, rooms, cells and utility shutoffs.
5. Build and populate a central data base in the ADC Emergency Operations Center that incorporates all existing inventories for ADC to include warehouse inventories, fleet inventories, listing of all vendors and contractors, staffing rosters.
6. Review and revise all Emergency Operations Plans based on lessons learned through emergency exercises and actual emergencies.

Objectives, to be completed in FY 2008, led by the Division of Offender Operations

1. Establish Memoranda of Understanding and/or Mutual Aid Agreements with each county, city/town where ADC facilities are located.
2. Implement and host emergency preparedness seminars for first responder agencies that would respond to emergencies at each prison complex. These seminars would include tours, review of emergency plans, table top exercises.
3. Incorporate emergency readiness assessments, through evaluated table top exercises, into the annual peer audit reviews at each prison complex.
4. Implement Command Academy to prepare identified emergency response administrators and commanders.
5. Establish emergency plans for emergencies at prison complexes that provide a systematic response for sharing, supporting and dispatching responders from non effected prisons.
6. Review and revise all Emergency Operations Plans based on lessons learned through emergency exercises and actual emergencies.

Objectives, to be completed in FY 2009, led by the Division of Offender Operations

1. Provide appropriate levels of training to supervisory staff commensurate to the command roles to be assumed in large scale emergencies.
2. Identify and properly equip alternate command/emergency operations centers to allow for continuity of command in event of evacuation.

Objectives, to be completed in FY 2010, led by the Division of Offender Operations

1. Acquire and equip a mobile command post that supports maintenance of uninterrupted communications and any complex's command and control of any operation.

Objectives, to be completed in FY 2011, led by the Division of Offender Operations

1. Obtain required funding through legislative appropriation to connect all incident command posts, all living unit air handlers systems onto emergency backup power generators.
2. Procure a mobile kitchen, mobile shower unit and mobile medical treatment facility for support to large scale emergencies statewide.
3. Review and revise all Emergency Operations Plans based on lessons learned through emergency exercises and actual emergencies.

Outputs

1. All staff satisfactorily completes emergency response training.

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2. The ADC Emergency Preparation plan is incorporated into all pertinent policies, procedures and practices.

Outcomes

1. All staff is proficient in emergency response policies, procedures and practices.
2. All responses to emergencies comply with policy and satisfactorily address the presenting emergency.

GOAL 3:

Interactions between and among staff and offenders are appropriate, professional.

Objectives, to be completed in FY 2006, led by the Division of Offender Operations

1. Routinely utilize shift briefings as opportunities for B2B training and timely and accurate transmittal of information from central office to the field.
2. Identify a standard for management's attendance/interaction in shift briefings.
3. Revamp the sergeants' leadership academy and other in-service training for supervisors; institute pre-promotional training for supervisors and managers.
4. Evaluate the effectiveness of direct supervision and unit management in level-1 housing units; develop a plan to implement direct supervision and unit management in other custody levels' units.
5. Revamp the PACE process and identify criteria to evaluate work performance of supervisors and managers towards the timely achievement of the agency's strategic plan.
6. Establish and activate internal self-assessment groups and improvement processes to improve labor relations including the Labor Relations advisory committee and the Red Book review team.
7. Revamp the promotional process for security supervisors to identify the highest skills and abilities.
8. Modify DO601 Employee Discipline Policy to encourage dialogue between the supervisor and employee in identifying the causes for behavior and an appropriate action plan to resolve.
9. Develop a training plan for cross training in diverse job responsibilities and across custody level facilities.
10. At least 80% of all staff currently assigned to Levels 1 and 2 units satisfactorily complete Direct Supervision and Unit Management training.

Objectives, to be completed in FY 2007, led by the Division of Offender Operations

1. Ensure computers are available for use by shift supervisors in all briefing rooms.
2. Cross training in diverse job responsibilities is implemented across custody levels.
3. At least 90% of newly promoted supervisors complete the "Professional Development Program" within 90 days of promotion.
4. At least 90% of newly promoted Sergeants complete Sergeants' Leadership Academy within 90 days of promotion.
5. At least 20% of all newly promoted staff meets pre-promotional development guidelines.
6. All staff assigned to Levels 1 and 2 units satisfactorily complete Direct Supervision and Unit Management training.

Objectives, to be completed in FY 2008, led by the Division of Offender Operations

1. At least 90% of newly promoted supervisors complete Professional Development program prior to promotion.

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2. At least 90% of newly promoted Sergeants complete Sergeants' Leadership Academy prior to promotion.
3. At least 50% of all newly promoted staff meets pre-promotional development guidelines.
4. All staff assigned to Level 3 units satisfactorily complete Direct Supervision and Unit Management training.

Objectives, to be completed in FY 2009, led by the Division of Offender Operations

1. All newly promoted supervisors complete the "Professional Development Program" prior to promotion.
2. All newly promoted Sergeants complete Sergeants Leadership Academy prior to promotion.
3. All newly promoted staff meets pre-promotional development guidelines.
4. All staff assigned to Levels 1, 2 and 3 units performs with proficiency the principles of Direct Supervision and Unit Management at their assigned work locations.

Objectives, to be completed in FY 2010 - 2011, led by the Division of Offender Operations

1. A formal assessment of the impact of the Professional Development program will be completed and revision made as warranted.
2. A formal assessment of the impact of the Sergeants Leadership Academy will be completed and revision made as warranted.
3. A formal assessment of the impact of the pre-promotional development guidelines will be completed and revisions made as warranted.
4. A formal assessment of the impact of the Direct Supervision and Unit Management training will be completed and revision made as warranted.

Outputs

1. A professional shift briefing format is uniformly, universally implemented.
2. All supervisors and managers satisfactorily complete pre-promotional training prior to assumption of new duties.
3. Direct supervision is implemented in all units, Levels 1 – 3, department-wide.
4. Unit management is implemented in all units, Levels 1 – 5, department-wide.
5. An annual performance assessment for all classifications of supervisors and managers is implemented utilizing agreed-upon outputs and outcomes as evaluation criteria; the annual assessment is also a basis for promotions.
6. On-going improvement processes are implemented and institutionalized.

Outcomes

1. Clear, consistent communication within and across work units.
2. Empowered, informed, effective leadership.
3. A reduction in confrontations between and with supervisors and line staff, and staff and inmates.
4. A reduction in grievances filed by staff and inmates.
5. Improved organizational environment.

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GOAL 4:

The department has adequate capacity to appropriately assign offenders to housing in prison and on community supervision commensurate with risk and need.

Objectives, led by the Division of Offender Operations completed to date.

1. Modify the count sheet to accurately reflect the numbers of beds that are permanent. Provisional and temporary/emergency.
2. Monitor all vendors for compliance with contracts and institute a review process that precludes automatic contract renewals.
3. Make uniform the expectations for supervising inmates in prison and offenders on community supervision; identify supervision strategies that should be gender-specific.

Objectives, to be completed in FY 2006, led by the Division of Offender Operations

1. Utilizing the new Population Management process, re-assign identified populations to units and complexes better suited to meet the department's operational requirements.
2. Using the data from the classification re-assessments, update/finalize the five-year bed plan to reflect the numbers of beds needed for male and female inmates by custody level.
3. Finalize new Population Management processes and conduct a department-wide analysis of the suitability of assignments of populations to all units and complexes.
4. Establish ADC's current permanent operating capacity; simplify and clarify agency definitions for capacity and bed types.
5. Develop a five-year bed plan that includes the identification of and proposed deactivation dates for certain (emergency, temporary, provisional, out-of-state, private, and otherwise unsuitable) beds as well the activation of permanent, in-state beds.
6. Establish the same expectations and ensure comparable conditions of confinement are available to state inmates confined in contract beds.
7. Modify as warranted supervision strategies that should be gender-specific.
8. Revise and release DO 806 (STG).
9. Evaluate the impact of DI 67 (protective custody).

Objectives, to be completed in FY 2007, led by the Division of Offender Operations

1. Timely installation of a fully automated time computation and offender management system department-wide.
2. Set parameters for the facilities' Master Plan that includes identification of agency activities whose performance is maximized by centralizing, decentralizing or regionalizing endeavors; as examples, adopting cook-chill food services preparation and delivery, consolidating the two remaining pharmacies into one.
3. Assess impact of the revision to DO 806 (STG) and modify as needed.
4. Revise and release DI 67 (protective custody).

Objectives, to be completed in FY 2008, led by the Division of Offender Operations

1. Three-part facility Master Plan including a) numbers of male and female inmates by risk, b) viable beds currently on-line, and c) activities-programs to be reconfigured, is completed; basis for revised operating capacity, funding request and five-year bed plan.
2. Assess impact of the revision to DI 67 (protective custody).

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Objectives, to be completed in FY 2009 - 2011, led by the Division of Offender Operations

1. Increase capacity of internship programs for medical, nursing, mental health, dental and pharmacy students per Arizona's Aging 2020 Plan.
2. Modify existing agreements governing medical assistant, phlebotomy, and nursing aide programs for internships in support of the planned current expansion of the In-Patient Component (IPC) per Arizona's Aging 2020 Plan.
3. The department's five-year bed plan is based upon reliable data about the population and its bed capacity.
4. Population management is achieved.

Outputs

1. Population requirements are accurately depicted.
2. Capacity utilization is accurately depicted.
3. Opportunities to improve the efficiency and effectiveness of the complexes depicted.
4. Eligible STG inmates satisfactorily complete the step-down process.
5. Inmates' personal security needs are accommodated through measures other than protective custody assignments whenever possible.

Outcomes

1. The department publishes a well-researched and well-reasoned five-year bed plan.
2. Existing space is maximized.
3. Operational costs are minimized.
4. special population housing assignments are in keeping with national utilization rates.

GOAL 5:

All offenders are accurately classified and regularly reclassified to reflect risk and need.

Objectives, to be completed in FY 2006, led by the Division of Offender Operations

1. Revise and validate the ADC classification system to assign levels of community supervision for released offenders.
2. Prepare FY 2007 budget request to timely implement a fully automated time computation and offender management system department-wide.
3. Revamp the ADC offender classification system and complete its validation in CY 2005; reclassify all inmates in FY 2006, annually thereafter.
4. Evaluate three-facility, pilot community-risk assessment instrument; modify as necessary and implement department-wide, ensuring the suitability of offender work assignments in prison and community work programs.
5. Develop processes by which inmate and offenders are assessed, identified and referred to program services based solely on need for intervention, amenability to intervention, risk to self and others without intervention, and time to serve to complete intervention, per intake information and classification processes.

Objectives, to be completed in FY 2007, led by the Division of Offender Operations

1. All inmates and offenders on community supervision are correctly classified.
2. All inmates and offenders on community supervision are accurately re-classified annually without classification overrides.

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3. Inmates and offenders are assigned to custody and supervision levels based on reliable risk assessments.

Objectives, to be completed in FY 2008-FY2011, led by the Division of Offender Operations

1. All inmates and offenders on community supervision are correctly classified.
2. All inmates and offenders on community supervision are accurately re-classified annually without classification overrides.
3. Inmates and offenders are assigned to custody and supervision levels based on reliable risk assessments.
4. Establish circumstances, if any, when aging and the elderly are mitigating factors in disciplinary determinations per Arizona's Aging 2020 Plan.

Outputs

1. All inmates in prison and offenders on community supervision are always correctly classified, supervised commensurate with risk and assigned to programs services based on need.
2. Custody overrides are minimized.

Outcomes

1. Bed capacity and supervision slots are maximized.
2. Programs Services is maximized.
3. Untoward events caused by incorrect classification are eliminated.

GOAL 6:

All programmable inmates are productively and appropriately involved full-time to eliminate idleness and institutional misconduct.

Objectives, led by the Division of Offender Operations completed to date.

1. Continue to offset the impact of overcrowding and eliminate idleness by identifying the programmable population and developing enough full time work assignments for at least 80% of all eligible inmates to be productively engaged by the end of FY 2006.
2. Update duties of programs series staff (CO III and IV), establish Case Managers unit to provide ongoing professional development.
3. Train and certify all CO III staff and community corrections personnel to administer the Department of Health Services (DHS) universal core assessment and jointly develop discharge plans for offenders.
4. Standardize ADC assessment and discharge plan process; ensure all offenders' assessment and discharge plans are developed uniformly by CO III staff in conjunction with community corrections personnel prior to discharge from prison.
5. Establish and activate key advisory ADC committees/councils with customers and stakeholders impacting facility operations including Constituent Services, Female Offenders, Labor Relations, Health Services; expand others including ACI, Religious Services.
6. Establish and activate internal self-assessment groups and improvement processes to improve service delivery systems such as the Quality Assurance, Morbidity and Mortality Review, and Suicide Review committees, and Inmate Forums.

Objectives, to be completed in FY 2006, led by the Division of Offender Operations

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1. Reduce numbers of positive random and targeted urinalysis test results to three percent or less.
2. Consistently collect urine samples monthly; 10% of the confined and community corrections populations each for random testing and 15% of the at-risk and for-cause populations for targeted population.
3. Revise DO 917 so that inmates using drugs and consuming alcohol are re-assessed for need for intervention and risk for relapse and then, are referred to appropriate mandatory substance intervention in addition to disciplinary sanctions; increase capacity as needed.
4. Using universal definitions to measure agency outcomes and track progress monthly begin to annually assess divisions' progress towards meeting published goals.
5. Continue to offset the impact of overcrowding and eliminate idleness by identifying the *programmable* population and developing enough full time *work* assignments for 90% of eligible inmates to be productively engaged by the end of FY 2007.

Objectives, to be completed in FY 2007, led by the Division of Offender Operations

1. The actual, permanent capacity is established.
2. Research development of adaptive recreational programs for the elderly including internships for physical education majors per the Arizona's Aging 2020 Plan.
3. Inmates and offenders are assigned to program services based on reliable needs assessments.
4. Maintain numbers of positive random and targeted urine samples results at 3% or less.
5. At least 75% of newly hired COIII staff completes 40 hours of OJT annually.
6. At least 90% of newly promoted COIII staff completes COIII Academy within 90 days of hire/promotion.
7. At least 50% of newly hired COIII staff completes COIII Academy prior to promotion.

Objectives, to be completed in FY 2008, led by the Division of Offender Operations

1. At least 90% of newly hired COIII staff completes 40 hours of OJT annually.
2. All newly promoted COIII staff completes COIII Academy within 90 days.
3. At least 75% of newly hired COIII staff completes COIII Academy prior to promotion.

Objectives, to be completed in FY 2009, led by the Division of Offender Operations

1. All newly hired COIII staff completes 40 hours of OJT annually.
2. All newly promoted COIII staff completes COIII Academy prior to promotion.
3. All newly hired COIII staff completes the COIII Academy prior to assignment.

Objectives, to be completed in FY 2010 - 2011, led by the Division of Offender Operations

1. The work of CO III staff and PO staff concerning discharge planning is integrated.
2. A process evaluation is completed; modifications are made as warranted.
3. An outcome evaluation is completed, modifications are made as warranted.

Outputs

1. The number of programmable inmates is known.
2. The capacity of programs services is optimized and fully utilized.

Outcomes

1. Inmates and offenders receive appropriate supervision and programs services.

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2. The numbers of offenders routinely tested for drug and alcohol use decreases; positive test results do not exceed three percent of offenders randomly tested or targeted for testing.
3. Inmate-on-inmate and inmate-on-staff assaults and grievances continue to decrease.
4. All inmate work assignments are based on risk; inmates are reassigned as necessary.
5. Caseworkers Unit is established.
6. Uniform discharge planning process instituted.
7. At least 90 percent of all programmable inmates are employed full time.
8. At least ten percent of all offenders are randomly tested monthly for drug and alcohol use; at least 15 percent of all high risk offenders are targeted for testing monthly.

GOAL 7:

Offenders improve the conditions of their confinement and supervision with positive conduct and appropriate programming.

Objectives, expected to be completed in FY 2006, led by the Division of Offender Operations

1. Develop a standing work group to identify best and next practices for supervision strategies; adopt or adapt and implement.
2. Implement supervision strategies, program services, incentives and sanctions, pay plan, schedules, and discipline, and impose responsibilities that make conditions of confinement as much like the real world as possible.
3. Implement supervision strategies, program services, incentives and sanctions, schedules, and discipline, and impose responsibilities that align conditions of community supervision with the real world as much as possible.
4. Develop a standing work group to identify best and next practices for and evidence-based work, self-improvement, and leisure-time programs services; adopt as is or adapt and implement.
5. Establish a work group to propose to propose a system of tiered incentives and sanctions that are linked to inmates' compliance with pre-release preparation programming and offenders' adherence to conditions of release.

Objectives, to be completed in FY 2007, led by the Division of Offender Operations

1. Implement a system of tiered incentives and sanctions that are linked to inmates' compliance with pre-release preparation programming and offenders' adherence to conditions of release.
2. Establish a Nurses Aide training program for offenders to ensure there are a sufficient number of adequately trained inmates to assist prisoners with sever physical limitations as "offender aides" per the Arizona's Aging 2020 Plan.

Objectives, to be completed in FY 2008, led by the Division of Offender Operations

1. Evaluate the effectiveness of program services that make conditions of confinement as much like the real world as possible; cancel or replace any that are proven ineffective.

Objectives, to be completed in FY 2009, led by the Division of Offender Operations

1. Evaluate the effectiveness of the system of the tiered incentives and sanctions that are linked to inmates' compliance with pre-release preparation programming and offenders'

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adherence to conditions of release; cancel or replace any that are not effective in promoting positive conduct among inmates.

Objectives, to be completed in FY 2010, led by the Division of Offender Operations

1. Evaluate the effectiveness of the evidence-based work, self-improvement, and leisure-time program services; cancel or replace any that are proven ineffective.

Objectives, to be completed in FY 2011, led by the Division of Offender Operations

1. Continue to revise and refine program services that make conditions of confinement as much like the real world as possible.
2. Continue to revise and refine the system of tiered incentives and sanctions that are linked to inmates' compliance with pre-release preparation programming and offenders' adherence to conditions of release.
3. Continue to monitor the evidence-based work, self-improvement, and leisure-time program services to ensure effectiveness is maintained.

Outputs

1. Inmate activity schedule revised per Parallel Universe principles (shop, visit, attend law library and sick call, etc. – all other self-improvement and leisure activities – during non-work hours only).
2. Inmates assume as many responsibilities and make as many decisions about activities of daily living (ADL) as is possible (maintain personal account balance; wake up by alarm clock, etc.).
3. Inmate pay schedule reflects community standards per Department of Labor DOT.
4. All programmable inmates are employed full time.

Outcomes

1. Inmate-on-inmate and inmate-on-staff assaults are eliminated.
2. Inmates are reclassified to lower not higher custody levels because their institutional conduct is improved.

Strategic Issue 1

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

1. Continue to develop community resources that are readily available and affordable.
2. Collaborate and share resources with other community emergency preparedness systems.
3. Partner with community and government organizations for resource development.
4. Develop as many meaningful partnerships as possible with stakeholders and customers.
5. Develop constituencies in the public and private sectors to advocate for ADC activities.
6. Expand or establish advisory councils to continue to improve Offender Operations.
7. Routinely inform the department's customers and stakeholders about its activities and outcomes.
8. Fully utilize existing space, program slots, time, and personnel.
9. Identify root causes of legitimate inmate complaints and institute systemic changes.
10. Identify staff's successes and routinely recognize their contributions.
11. Encourage staff to be involved in their local community, recognize those who are.
12. Routinely monitor ADC activities and outputs for compliance, regularly publish results.

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13. Develop formal process to acquire, evaluate, disseminate and adopt-adapt as appropriate the field's best and next practice.
14. Consistently provide, department-wide, only evidence-based programs.
15. Continue to monitor and benchmark population management trends and anticipate and respond to changes in individual units, complexes, and/or field.
16. Offset the impact of overcrowding and eliminate idleness by identifying the *programmable* population and developing enough full time *work* assignments for 100 percent of all eligible inmates to be productively engaged; maintain full employment of all programmable inmates.
17. Identify and prioritize the referral of offenders to programs services according to their needs/risk per intake information and classification processes and time to serve.
18. Maintain lapse and relapse prevention and substance abuse interdiction efforts.
19. Provide timely re-assessment of need for intervention and risk for relapse and appropriate mandatory substance intervention to offenders using drugs and consuming alcohol.
20. Identify and prioritize the referral of offenders to program services based on needs and risk per intake information and classification processes and time to serve.
21. Provide only evidence-based programs services and supervision strategies.
22. Encourage staff to be involved in their local community and recognize those who are.
23. Complete the re-certification of all current FTO personnel; continue to renew all FTO certifications every three years.
24. Monitor all vendors for compliance with contracts and institute a review process that precludes automatic renewals.
25. Identify USSC holdings impacting offender operations and make timely adjustments to policy and procedure as needed.
26. Streamline and automate data reporting systems to eliminate "noise" and support decision-making that focuses on outcomes not outputs.

Summary of Outcomes, Strategic Issue 1

1. Need and risk instruments inform decision-making
2. Contracts renewals based on merit
3. Increased constituent services contacts for information; fewer frivolous contacts
4. No inmate grievances based on merit; fewer frivolous inmate grievances
5. No inmate lawsuits based on merit; fewer frivolous inmate lawsuits
6. No escapes
7. No suicides
8. No homicides
9. No sexual assaults
10. No absconders
11. No new felonies committed by the offender population
12. No more than 3 percent positive UA and breathalyzer test results
13. No inmate/inmate or inmate/staff assaults
14. No inmate pregnancies
15. No new HIV exposures
16. No avoidable illnesses or injuries
17. No avoidable deaths
18. All able inmates are functionally literate
19. All able inmates achieve grade 8 proficiency
20. All able inmates earn the GED

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21. All able offenders in prison, on community supervision are productively employed
22. All able offenders satisfactorily resolve court-ordered restitution
23. All inmates, offenders on community supervision avoid lapse/relapse
24. No homeless offenders abscond
25. No offenders on community supervision are revoked for technical violations

STRATEGIC ISSUE 2:

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

During FY 2005, 38% of all offenders admitted to ADC were committed or returned to custody as a result of technical violations of community supervision, a steady improvement since FY 2003 when 45% of the incoming population was readmitted following revocation of probation by the court or revocation of parole by the Board of Executive Clemency. The remaining 62% of the admissions last year were sentenced to prison for new felony offenses. Few of the latter group – only 23% - was first-time felons. Furthermore, 40% had committed non-violent crimes only, and just 1.7% was first-time, non-violent, drug offenders.

Most inmates admitted to ADC – 92% – have criminal histories that include prior arrests, jail time and/or suspended impositions of sentences to probation. While 45% 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, 83% were assessed to be in need of some substance abuse intervention, about 24.5% requiring substance education and the remaining 75.5%, short or long term treatment. Further, 57% had not completed high school or possessed a GED of which number 44.95% of all admissions performed academically below grade 8. Not surprisingly, less than 94% reported being gainfully employed before admission to ADC.

By and large the ADC inmate population failed to perform as civil (law abiding) or productive (literate, sober, employable) citizens in the community. Now sentenced to ADC, a considerable number - 38% of all releases FY 2005 – will serve less than six months confined. The rest - 62% last year – only served about 47 months in prison. For many there is no other opportunity for ADC to ready them for release because just 62% completes their sentences on community supervision; around 22% flatten out in prison. Given the scope and severity of inmates' deficiencies at admission and the relatively short sentences they serve, the department's approach to pre-release preparation must begin day-1 of incarceration and continues to the last day of the sentence and includes transition-specific services starting six to nine months prior to release from prison. The ADC overall re-entry initiative incorporates Parallel Universe; a comprehensive approach to problem solving that emphasizes offenders' responsibility to self and accountability to others to live civil and productive lives.

The department's application of Parallel Universe is captured in two expressions, "5x5" and "7x3x3." The first, "5x5," refers to the department's application of its new classification system in which inmates are rated from low (1) to high (5) risk *and* need and prioritized for assignments to school, work and treatment, those at greater risk of failure to be served sooner and longer. The second, "7x3x3," represents the expectation that all inmates are productively engaged seven days a week in activities encompassing three facets of the day – work, leisure time, and family – and that over time, their conditions of confinement may improve as they remain violation free and productively engaged.

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The impact of this integrated effort is measurable and promises to improve with time. During FY 2004, the number of inmates earning a GED nearly doubled from 791 to 1429; during FY 2005 it more than doubled again from 1429 to 3,125. Indicators of its efficiency are as impressive as those measuring its effectiveness. ACI generated a \$25 million in sales (revenue) last year and more than 88% of all classroom seats and 85% of treatment slots were fully utilized. Increasingly, when the vast majority – 96% – of all ADC inmates serving a term of years are released go home, these inmates will go home better prepared to take care of themselves and their families and far less likely to relapse, be revoked, and re-offend.



Facility staff from ASPC-Douglas helps update the department's 5-year Plan

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* to improve the conditions of their confinement and community supervision over time through sustained civil and productive conduct.

Objectives, led by the Division of Program Services completed to date.

1. Established advisory councils with subject matter experts, customers and stakeholders to ensure inmates participate as informed and conscientious consumers including as a notable example the Women's Forums that are now conducted monthly at all units housing female offenders and increasingly at more units housing male offenders.
2. Established advisory councils with subject matter experts, customers and stakeholders to ensure ADC operations reflect community standards including as notable examples the Health Services Advisory Committee; its charge to link the department with community-based subject matter experts to evaluate and incorporate recommendations that will strengthen the recruitment of health care professionals, to incorporate community standards for healthcare and healthcare provider training, and to formulate policy and procedures featuring the field's best practices. Still other standing groups have been expanded including the ACI and the Religious Services advisory groups to maximize outcomes.
3. Increasingly, responsibilities for wellness are reassigned to inmates who are expected to assume primary responsibility for their health including diet, exercise, and smoking

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cessation. During FY 2006 inmates will be expected to renew and pick up their prescriptions during non-work hours.

Objectives expected to be completed in FY 2006, led by Programs Services

1. Utilize the Governor's Efficiency Review (ER) process to identify ways to provide inmate health care in ways as much like the real world as possible and as efficiently and effectively as is feasible.
2. Identify and implement step-down processes leading to the return to general population for certain sex offenders, validated Security Threat Group (STG) members, and foreign national inmates.
3. Institute three-phase incentive system in which inmates' conditions of confinement improves through the course of the sentence when basic Workforce development skills are acquired and institutional conduct remains excellent.
4. Establish a work group to identify Activities of Daily Living (ADL), additional responsibilities in the areas of time and money management as examples that some/all offenders should assume as conditions of confinement.
5. Establish a work group to suggest modifications to the inmate schedule to mirror the real world as much as possible in prison and on community supervision.
6. Establish a work group to revise the disciplinary process to incorporate civil and criminal principles in institutional expectations for pro-social conduct.
7. Establish a work group to revise the inmate pay plan reflecting the Department of Labor Dictionary of Occupational Titles (DOT).

Objectives to be completed in FY 2007, led by Programs Services

1. Evaluate the effectiveness of expanded or newly establish advisory councils to improve Programs Services' long term outcomes.
2. Complete the department's Aging 2020 Plan which sets out expectations for and identifies obligations of elderly offenders to themselves to improve the management of the time they serve and improve their long term outcomes on community supervision.
3. The department's Office of Women's Services will implement in full its plan to modify programs services and supervision strategies as needed so that long term outcomes for female offenders progress as favorably as do those for male offenders.

Objectives to be completed in FY 2008-2011, led by Programs Services

1. Continue to otherwise improve and expand the continuum of supervision strategies, programs services, incentives and sanctions, discipline code and institutional schedule to create conditions of confinement and community supervision as much like the real world as is possible.

Outputs

1. More inmates assume more responsibility for the conditions of their confinement/
2. More inmates progress over time from higher to lower custody levels.

Outcomes

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1. The numbers of special populations decreases and their percentages are commensurate with national data.
2. All programmable inmates are prepared to be civil and productive prior to release.

GOAL 9:

All programmable offenders acquire sufficient skill sets and realistic pre-release preparation throughout their sentence to ADC to rejoin their communities as civil and productive ex-offenders and remain crime-free and self-sustaining.

Objectives, led by the Division of Program Services completed to date.

1. The inmate education and vocational training sections and ACI, previously free-standing sections, have been reconfigured into the Work-Based Education initiative, integrating basic education, real world jobs training and apprenticeship work in inmate industries. Vocational training programs have been replaced and others reassigned to prisons where complementary ACI activities are conducted where warranted.
2. Increasingly, real world world-of-work expectations are being introduced including as examples the requirement that inmates earn the GED before enrolling in jobs training and than no inmates without the GED certificate may keep or get ACI jobs.
3. Utilization of school seats increased from 80% to 91.1%.
4. Utilization of treatment slots increased from 53% to 85%.
5. Utilization of jobs training slots increased from 73.4% to 84.9%.
6. ACI work assignments increased from 1595 to 1687.
7. The number of treatment slots was increased 20%.
8. The number of jobs training opportunities was increased 29%.
9. The backlog of inmates still in need of mandatory basic education was eliminated.

Objectives expected to be completed in FY 2006, led by Programs Services

1. To develop the parameters of a *work day* in which all programmable inmates serving at least six months six or more are assigned to school, a job and/or treatment six or more hours a day, five days a week, a work group will determine a) the number of programmable inmates, b) the number of programmable inmates currently assigned to school, work and treatment during the work day on a full or part time basis as the baseline for expansion of slots and seats as needed, and c) establish the department's optimum program capacity to productively employ all programmable prisoners through enrollment in ABE and GED classes, jobs training programs, and treatment for sexual offending, mental health services and substance abuse, and assignments to work including WIPP, ACI and IGA.
2. To develop the parameters of *leisure time* in which all programmable inmates participate, a work group will identify all of the leisure time activities that are currently offered at one or more complexes. Leisure time activities include recreation, relapse-prevention support groups like NA and AA and other self-improvement programs including cognitive restructuring courses, parenting programs, domestic violence interventions, and cultural diversity initiatives, religious services and programs, and community service activities. The work group will also determine what the current capacity of leisure-time activities is

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- as the baseline for expansion of slots and seats as needed and establish the department's optimum program capacity to productively engage prisoners during non-work hours.
3. To develop the parameters of *family reunification* efforts in which all programmable inmates participate within five years, a work group will identify all of the family-related activities that are currently occur at one or more complexes. Family reunification activities include visitation, parenting education, and scouting-related programs. The work group will determine what the capacity of family reunification activities is as the baseline for expansion of slots and seats as needed and establish the department's optimum program capacity to productively engage prisoners during non-work hours.
 4. Form a work group to evaluate the efficacy of Work Force Development programs and clinical services (substance abuse, mental health, health, and sex offender treatment); discontinue any program failing to meet national criteria for performance-based effectiveness by the end of FY 2008.
 5. Form a work group to evaluate the efficacy of leisure-time activities; discontinue any program failing to meet national criteria for performance-based effectiveness by the end of FY 2008.
 6. Form a work group to evaluate the efficacy of family reunification services; discontinue any program failing to meet national criteria for performance-based effectiveness by the end of FY 2008.
 7. Convene a Work Force Development and Employment Development Council with representation from the private sector, higher education, the victims' community, state legislators, governmental agencies, and community members, to assist the Department expand real world jobs training options and work opportunities for inmates and jobs for offenders on community supervision.
 8. Develop a business plan with conditions under which ACI and Offender Operations can sustain/expand inmate off-site private sector assignments.
 9. Identify which activities and offerings currently provided by Programs Services met evidence-based standards; those that do not shall be discontinued this year.
 10. In partnership with COTA, develop curriculum and modify the training schedule this year to familiarize all ADC staff to the principles of Parallel Universe through staff pre-service, in-service and pre-promotional programs by the end of FY 2008.

Objectives to be completed in FY 2007, led by Programs Services

1. Establish sufficient programs slots are available in *prison* to assign to school, work and/or treatment at least 60% of all programmable *inmates* six or more hours a day, at least five days a week.
2. Establish sufficient programs slots are available in the *community* for at least 50% of all *offenders* in need of school, treatment and work eight or more hours a day, at least five days a week.
3. Establish sufficient evidence-based *leisure time* activities are available for at least 50% of all eligible inmates every week during non-work hours.
4. Establish sufficient evidence-based *family reunification* activities are available for at least 25% of all eligible inmates every week during non-work hours.
5. Adopt/adapt and implement the plan proposed by the Work Force Development and Employment Development Council.
6. Ensure comparable programs services are available to state inmates confined in contract beds and that the department's service delivery system (Parallel Universe) is adopted at all locations.

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Objectives to be completed in FY 2008, led by Programs Services

1. Establish sufficient programs slots are available in *prison* to assign to school, work and/or treatment at least 75% of all programmable *inmates* six or more hours a day, at least five days a week.
2. Establish sufficient programs slots are available in the *community* for at least 75% of all *offenders* in need of school, treatment and work eight or more hours a day, at least five days a week.
3. Establish sufficient evidence-based *leisure time* activities are available for at least 75% of all eligible inmates every week during non-work hours.
4. Establish sufficient evidence-based *family reunification* activities are available for at least 50% of all eligible inmates every week during non-work hours.

Objectives to be completed in FY 2009, led by Programs Services

1. Establish sufficient programs slots are available in *prison* to assign to school, work and/or treatment at least 90% of all programmable *inmates* six or more hours a day, at least five days a week.
2. Establish sufficient programs slots are available in the *community* for at least 90% of all *offenders* in need of school, treatment and work eight or more hours a day, at least five days a week.
3. Establish sufficient evidence-based *leisure time* activities are available for at least 90% of all eligible inmates every week during non-work hours.
4. Establish sufficient evidence-based *family reunification* activities are available for at least 75% of all eligible inmates every week during non-work hours.

Objectives to be completed in FY 2010, led by Programs Services

1. Establish sufficient programs slots are available in *prison* to assign to school, work and/or treatment all programmable *inmates* six or more hours a day, at least five days a week.
2. Establish sufficient programs slots are available in the *community* for all *offenders* in need of school, treatment and work eight or more hours a day, at least five days a week.
3. Establish sufficient evidence-based *leisure time* activities are available for all eligible inmates every week during non-work hours.
4. Establish sufficient evidence-based *family reunification* activities are available for 90% of all eligible inmates every week during non-work hours.

Objectives to be completed in FY 2011, led by Programs Services

1. Maintain sufficient programs slots are available in *prison* to assign to school, work and/or treatment all programmable *inmates* six or more hours a day, at least five days a week.
2. Maintain sufficient programs slots are available in the *community* for all *offenders* in need of school, treatment and work eight or more hours a day, at least five days a week.
3. Maintain sufficient evidence-based *leisure time* activities are available for all eligible inmates every week during non-work hours.
4. Establish sufficient evidence-based *family reunification* activities are available for all eligible inmates every week during non-work hours.

Outputs

1. Inmate idleness is eliminated and in its place, all programmable inmates are productively engaged during all three facets of the day.

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2. Capacity to productively engage inmates during all three facets of the day is achieved.

Outcomes

1. All inmates have viable employment and housing at release; offenders on community supervision maintain viable employment and housing.
2. Relapse, technical revocations and recidivism decrease.

GOAL 10:

In partnership with others in the community, all “fast-track” inmates, those who are incarcerated for less than six months, and special populations including those with co-occurring disorders and chronic mental health needs receive transition-specific planning and programming prior to their discharge from prison.

Objectives completed to date, led by the Division of Program Services

1. Develop and implement a fast-track intake admissions process that takes no longer than three days to complete and yields information specific to discharge planning.
2. A programs protocol for inmates with co-occurring disorders and/or prescribed psychotropic medications (COSIG grant) developed.
3. Programs services for inmates with co-occurring disorders including substance abusing sexual offenders and inmates prescribed psychotropic medications (COSIG grant) revised.

Objectives expected to be completed in FY 2006, led by Programs Services

1. Identify one or more units in which medium security fast-track inmates may be assigned and start assigning incoming short-term prisoners to those units.
2. Select and assign corrections series staff and caseworkers to the units.
3. Provide assigned staff and their supervisors with training provided by COTA enabling them to assess and engage inmates in transition-specific programming.
4. Utilize the OAST and other assessment instruments to identify dynamic factors impacting criminality and inform transition-specific planning and programming.
5. Per the Arizona Aging 2020 action plan, modify as many programs services and discharge planning process impacting elderly and aging offenders within existing resources.

Objectives to be completed in FY 2007, led by Programs Services

1. Conduct a process evaluation of the medium security fast-track units and modify as necessary.
2. Identify one or more units in which close and maximum security fast-track inmates may be assigned and start assigning incoming short-term prisoners to those units.
3. Select and assign corrections series staff and caseworkers to the units.
4. Provide assigned staff and their supervisors with training provided by COTA enabling them to assess and engage inmates in transition-specific programming.

Objectives to be completed in FY 2008-2011, led by Programs Services

1. Conduct a process evaluation of the close and maximum security fast-track units and modify as necessary.
2. Conduct an outcome evaluation of the initiative overall and modify as necessary.

Outputs

1. All inmates are assigned to units based upon needs, risk, and length of stay.

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2. All fast-track and special needs inmates satisfactorily complete discharge planning prior to release.

Outcomes

1. All fast track and special needs inmates have viable employment and housing at release.
2. Relapse, technical revocations and recidivism decrease.

GOAL 11:

In partnership with others in the community, the department provides comprehensive transition-specific planning and programming for every inmate serving more than six months prior to discharge from prison.

Objectives completed to date, led by the Division of Program Services

1. The roles and responsibilities of correctional caseworkers and parole officers are clarified to avoid duplication in efforts and improve the discharge plan process.
2. Assessments and services provided to inmates are considered by parole staff reducing referrals to community providers.
3. Provided religious programming with the objective of developing an active pre-release plan for the inmate that will provide a bridge to the spiritual community upon release.
4. Continued discharge planning and re-entry for mental health inmates, including assisting inmates in applying for AHCCCS and referring seriously mentally ill inmates to the Regional Behavioral Health Authorities for continuity of care.
5. Implement Co-Occurring State Incentive Grant Program (COSIG) establishing appropriate re-entry linkages for inmates diagnosed with mental illness and addiction.
6. Established linkages with community post-release housing resources for those inmates completing prison-based treatment programming.
7. The backlog of students waiting for Functional Literacy programming (a statutory requirement) has been eliminated.
8. Special Education services are meeting the Arizona Department of Education standards and are being standardized to the highest expectations.
9. GED production, which is a basic prerequisite of entry into society and jobs, is at an all time high. In FY05, 3,125 GED certificates were earned, up from 791 three years ago.
10. Post-Secondary education has been changed from the old, unproductive Vocational Technology model of the past into the new, Work Based Education model. Thirteen new programs, based on demand occupations, were added. These programs are partnered with Arizona Correctional Industries and produce an actual product for a customer as part of the learning process.

Objectives expected to be completed in FY 2006, led by Programs Services

1. Consolidate overlapping and make uniform similar programs activities including RTC, TOTL, SCARC, programs contained SB1291, HB2646 and HB2087, Level-1 units, and DUI specific units.
2. Develop a service delivery strategy to ensure all programmable inmates receive transition-specific planning and programming six to nine months prior to discharge from prison.
3. Make uniform the transition-specific planning and programming provided to all inmates regardless of custody level (Level-1 and other units) and time to serve (fast-track and traditional terms).
4. Finalize selection of location for Re-Entry initiative for high risk-high need male and female offenders; develop programs services in partnership with others.

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5. Develop policies and processes to place homeless offenders in safe and sober housing.
6. Timely refer eligible inmates to DES and AHCCCS to apply for medical and/or SSI benefits prior to release
7. Implement HB 2087 and begin timely reporting per bill.

Objectives to be completed in FY 2007, led by Programs Services

1. Formally institute, providing to all inmates about six to nine months prior to their discharge from prison transition-specific planning and programming currently provided to Level-1 inmates by the end of FY07.
2. Conduct transportation study with recommendations enabling inmates to transfer from prison to their parole office, and non-supervised offenders to their home plan.

Objectives to be completed in FY 2008-2011, led by Programs Services

1. Conduct a process evaluation of the close and maximum security fast-track units and modify as necessary.
2. Conduct an outcome evaluation of the initiative overall and modify as necessary.

Outputs

1. All inmates serving more than 6 months confined are assigned to custody-specific units designated to deliver transition specific planning.
2. All inmates serving more than 6 months confined receives satisfactorily complete discharge planning prior to release.

Outcomes

1. All inmates serving more than 6 months confined have viable employment and housing at release.
2. Relapse, technical revocations and recidivism decrease.

Strategic Issue 2

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

1. Continue to expand and maximize real world work opportunities for inmates and jobs for offenders on community supervision.
2. Modify as necessary programs services offerings to maximize long term outcomes for female offenders.
3. Monitor all vendors for compliance with contracts and institute a review process that precludes automatic renewals.
4. Identify USSC holdings impacting programs services and make timely adjustments to policy and procedure as needed.
5. Identify and implement outstanding Blue Ribbon Panel (BRP) recommendations and remaining Opportunities for Improvement (OFI) activities as soon as funding permits.
6. Continue to develop community resources that are readily available and affordable; partner with community and government organizations for resource development; share resources with other community-based service delivery systems.
7. Develop as many meaningful partnerships as possible with stakeholders and customers; in partnership with constituencies in the public and private sectors advocate for ADC activities.
8. Expand or establish advisory councils to continue to improve Programs Services.
9. Inform ADC customers and stakeholders about its activities and outcomes.
10. Fully utilize existing treatment space, program slots and personnel.

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11. Identify root causes of legitimate inmate complaints and institute systemic changes.
12. Identify staff's successes and routinely recognize their contributions.
13. Encourage staff to be involved in their community, recognize those who are.
14. Routinely monitor ADC activities and outputs for compliance, regularly publish results.
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 field.
17. Offset the impact of overcrowding and eliminate idleness by maintaining full employment of all programmable inmates.
18. Identify and prioritize the referral of offenders to programs services according to their needs/risk per intake information and classification processes and time to serve.
19. Maintain lapse and relapse prevention and substance abuse interdiction efforts.
20. Provide timely re-assessment of need for intervention and risk for relapse and appropriate mandatory substance intervention to offenders using drugs and consuming alcohol.
21. Provide only those programs services and supervision strategies whose efficacy is evidence-based.
22. Streamline and automate data reporting systems to eliminate "noise" and support program decision-making that focuses on outcomes not outputs.

Outputs

1. All programmable inmates are productively engaged in evidence-based work-day, leisure-time, and self-improvement activities.
2. The conditions of confinement and supervision including inmate schedules, inmate discipline, inmate pay, inmate privileges, are premised upon real-world expectations for civil and productive conduct and promote responsible decision-making.
3. The revised system of incentives and disincentives enables inmates to improve the conditions of their confinement over time.
4. All inmates receive adequate and timely pre-release discharge planning and transition-specific programming.

Outcomes

1. Performance measures inform decision-making
2. Contracts renewals based on merit
3. No constituent services contacts for cause; fewer frivolous constituent services contacts
4. Inmates and offenders are compliant with medications and diet
5. No inmate grievances based on merit; fewer frivolous inmate grievances
6. No inmate lawsuits based on merit; fewer frivolous inmate lawsuits
7. No escapes
8. No suicides
9. No homicides
10. No sexual assaults
11. No absconders
12. No new felonies committed by the offender population
13. No new felonies committed by the ex-offender population
14. No positive UA and breathalyzer test results
15. No inmate/inmate or inmate/staff assaults
16. No inmate pregnancies

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17. No new HIV exposures
18. No avoidable illnesses or injuries
19. All able inmates earn the GED
20. All able offenders on community supervision and ex-offenders are productively employed and earn sustainable wages
21. All offenders on community supervision and ex-offenders avoid lapse/relapse
22. No offenders are homeless
23. No offender on community supervision is revoked for technical violations

STRATEGIC ISSUE 3:

Recruit, retain, and recognize excellent ADC staff that represents this flagship agency

ADC employs 9,082 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 ADC workforce with competitive wages and benefits. Currently, officers' starting salaries lag behind the counties by as much as \$5000 and average salaries differ by as much as \$6,000. This disparity is increasingly affecting the department's ability to recruit, retain and recognize its employees and makes it increasingly difficult to diversify its workforce. Department wide the chronically high turnover rate of 19.5% and the spike in the vacancy rate to 19.76% fuel staffing shortages, more dire at certain locations with turnover as great as 23.71% and vacancies running as high as 25%, costing Arizona dearly at every location. Over \$10,000,000 was spent to recruit and train each newly hired officer replacing 1,000 plus CO II staff who resigned in FY 2005. An additional \$16,376,000 – the equivalent of 600 FTE – was spent to cover critical posts by staff working overtime, each officer working an average of 4.4 extra hours every week.

A number of short term fixes in place for years now – notably geographical stipends and hiring incentives, D-level staffing and DI 169 – no longer work. The impact of geographical stipends and hiring incentives have been short lived and in the end, primarily diverted scarce resources from the opportunity to partially fund a competitive compensation package. D-Level staffing also failed to ensure essential staff was deployed to critical assignments because the decisions are based on institution-specific allocations of FTE not department-wide standards. Finally, the guidance provided in DI 169 about overtime assignments created more not less disparity in the number of staff shouldering the burden.

It is essential that we redouble our efforts to find and keep and celebrate excellent corrections professionals during FY 2007. ADC commits to adopt strategies that proactively address recruitment, retention, and recognition of a professional workforce and provides the supervision and support necessary for correctional professionals to perform their duties with excellence. To this end, the department also commits to doing everything that it can within its existing resources to improve workplace conditions. To date, ADC has expanded officer pre-service classroom training 28.5%; significantly more in-service and pre-promotional training will be provided as well. The "Shafer Plan," our first effort to design an equitable pay package for security series staff was partially funded by the legislature in FY 2006. It's been significantly revised this past summer, approved by ADOA, and submitted to the governor's office for consideration and inclusion in the Executive FY 2007 budget request. The department reinstated tuition reimbursement two years ago and since then over 358 staff has benefited. It also is being revised

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to include reimbursement for certain certification programs including POST. The office of the Labor Liaison and the ADC Labor Relations Advisory Council were established and they have been active in identifying hot spots for rapid remediation. Now a workgroup formed after this summer's strategic planning update sessions at the complexes is finalizing an exhaustive list of action items ADC can and will do without new monies to improve the workplace this year.

GOAL 12:

The department recruits and retains a qualified, diverse and professional correctional workforce, and recognizes its staff's contributions to the actualization of the department's vision and achievement of its mission.

Objectives completed to date, led by Support Services

Recruitment

1. In the area of recruitment of new hires in the security series, ADC expanded its advertising at certain locations to include TV and radio spots, increased officers' annual salary \$1,410, and developed a comprehensive pay package recommendation to bring the Correctional Series to market levels, eliminate inequities, reward for demonstrating job mastery, as well as eliminate geographic and retention stipends at all locations.
2. In the area of recruitment of new hires in the medical series, ADC developed an interim salary matrix for nurses and increased salaries pending approval of a new matrix by ADOA; ADOA approval to expand the salary range for Physicians, Dentists, Pharmacist and Psychologists and administrative adjustments have been processed. Mid-level providers are currently under review by ADOA.
3. In the area of recruitment of new hires in other job classifications, ADOA conducted classification maintenance reviews for the Correctional Records Clerk series, Procurement series, Communication Techs, Waste Water Treatment professionals and individual classifications resulting in wages more in line with market.

Employment

1. In the area of hiring staff in the security series, ADC has not kept pace with separations, with a net loss of 271 correctional officers in the 12-month period ending September 30. This is being addressed by the aforementioned Pay Plan for the Correctional Series.
2. In the area of hiring staff in the medical series, ADC is establishing a medical recruiter specifically to attract and retain medical professionals as frequently no responses are received to advertisements.

Retention

1. In the area of retention in the security series, all staff has been introduced to the department's Professional Principles and Code of Conduct, the CO I class was reinstated, the number of external EEOC complaints was reduced, and an employee team established to specifically address retention.
2. In the area of retention in the medical series, ADC developed an interim salary matrix for nurses and adjusted salaries accordingly pending approval by ADOA of a new salary matrix; ADOA has authorized the expansion of the salary range for Physicians, Dentists, Pharmacist and Psychologists and administrative adjustments have been processed for these classifications. Mid-level providers are currently under review by ADOA.
3. In the area of retention in other job classifications ADC established a Diversity Team to assist in goal setting for recruitment targets, prepare promotional candidates and improve success rates of applicants in the hiring process. The team also assists with the Annual Equal Opportunity Plan.

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Promotional opportunities

1. To improve the promotional process in the security series, ADC has broadened the qualification criteria to require standard or above performance evaluations, no discipline record in past 12-24 months depending on the classification, good attendance, as well as extra points awarded for additional education, certifications, maintaining fitness levels and other job proficiencies.
2. To improve the promotional process in the medical series, ADC expanded the advertising network to include the internet and the new Hiring Gateway automated recruiting system providing supervisors with immediate access to candidates' resumes.
3. To improve the promotional process in other job classifications ADC has adopted the Hiring Gateway automated recruitment system.

Staff recognition and rewards

1. ADC developed an annual calendar of special events to showcase staff during Black History month, Women's History month, and Hispanic Heritage History month, correctional officers week and correctional employees' week and Veterans Day, as examples.
2. To recognize and reward staff contributing to the department's acquisition of flagstaff status, ADC instituted the flagship and oarsman awards
3. Peer awards include the Dudley Do-Right for co-working "doing right."

Objectives to be completed during FY 2006, led by Support Services

Recruitment

1. In the area of recruitment of new hires in the security series, ADC will a) waive certain segments of COTA training for CO staff with prior ADC employment in the security series; b) form an advisory group to improve recruitment in the Hispanic, Native American, African American and Asian American communities; c) revamp the Recruitment Unit for Selection and Hiring (RUSH) to timely meet department needs; d) discontinue irrelevant employment criteria; and e) implement institutional work place tours for employees and their families.
2. In the area of recruitment of new hires in the medical series, the HS medical recruiter will establish "Grow Your Own Nurse," an intern program for nurses beginning in the nurse assistant classification, increasing their grade level and position as their education and work experience progress.
3. In the area of recruitment of new hires in other job classifications ADC will continue our commitment to improve state employee pay and make ADC an attractive workplace through meaningful work and recognition.
4. ADC will determine the number of staff at each work location that is eligible to retire over the next five years and develop site-specific plans to retain or replace retiring staff.
5. Form a work group to identify strategies including development of PSA anti-crime initiatives to increase public awareness and improve public understanding of ADC roles and responsibilities.

Employment

1. In the area of hiring staff in the security series, ADC will make the reinstatement and rehiring processes user-friendly by utilizing formal feedback and participation from

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existing new hires/reinstatements to improve and refine processes, implement the recommendations of the evaluation of the impact of regional training centers, and revise the schedule for pre-service instruction.

2. In the area of hiring staff in the medical series, ADC will monitor the success of the new medical recruiter position and intern program and monitor turnover rates subsequent to compensation adjustments to see if improvement can be sustained.
3. In the area of hiring staff in other job classifications, ADC will support staff's participation in the tuition reimbursement program and career development to qualify for other positions throughout ADC.

Retention

1. In the area of retention in the security series, ADC will a) evaluate and improve the exit interview process, share more anecdotal information with management that is provided on the surveys, and transfer this exit interview analysis process back to Human Services Bureau; b) improve supervisors' proficiency with current PACE evaluations, c) revise the current PACE evaluation system and develop evaluation tools that meet the measurement tools of specific classifications vs. a "one size fits all" approach.
2. In the area of retention in the medical series, ADC will explore the 12-hour shift as a retention tool and means by which shifts are better covered at certain locations.
3. To improve retention in all classifications, a) the tuition reimbursement policy to be expanded to offer more staff additional entry-level training opportunities; b) DI 601 (Administrative Investigations) and DI 508 (Staff Discipline) will be revised; c) obtain ADOA approval to establish a "master" class in every rank and job group to recognize and reward exemplary uniformed and non-uniformed line staff and supervisors and d) establish a department-wide program to recognize staff longevity and performance.

Promotional opportunities

1. Implement promotional process improvements during January 2006; monitor and modify as warranted.
2. To improve the promotional process in the medical series, ADC will evaluate the effectiveness of the new medical recruiter position and related strategies.
3. To improve the promotional process in other job classifications ADC will continue to improve the use of the Hiring Gateway system to utilize all aspects of the system to build better quality hiring lists for supervisors.

Staff recognition and rewards

1. To recognize and reward all staff a) flagship and oarsman awards established; b) a subcommittee of the Labor Relations Advisory group to critique and propose improvements to formal and informal methods of recognizing staff department-wide and complex-specific, c) a schedule of regularly scheduled formal recognition programs to be established; and d) establish a workgroup to develop department-wide responses to routinely, consistently recognize good work habits and job performance effective January 2006 including awarding recognition leave for perfect attendance.
2. Fully implement the staff recognition annual calendar of special events; evaluate and improve as warranted.

Objectives to be completed in FY 2007 - 2011, led by Support Services

Recruitment

1. Secure equitable and competitive salaries and benefits for all ADC employees.

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2. In the area of recruitment of new hires in the security series, ADC will improve the applicant quality by reviewing officer hiring standards against new applicant base after successfully receiving pay plan in 2006.
3. In the area of recruitment of new hires in the medical series, expand recruitment efforts to encompass other states and continue to expand “Grow Your Own” approach by providing internships, promotions and increased job responsibility to junior staff.
4. In the area of recruitment of new hires in other job classifications ADC will in partnership with ADOA, continue to seek competitive pay and recommend pay structures appropriate for hard to fill classifications.

Employment

1. In the area of hiring staff in the security series, ADC will reinstate the Cadet class, develop a reception/orientation process for probationary employees and assign mentors to probationary line officers.
2. In the area of hiring staff in the medical series, ADC will monitor the success of the medical recruiter position and intern program and monitor turnover rates.
3. As more corrections series staff is returned to security functions, new opportunities to hire civilian personnel will be created.

Retention

1. In the area of retention in the security series, ADC will continue to update the Correctional Officer Series pay plan.
2. In the area of retention in the medical series, ADC will continue to update pay plans with ADOA for medical series positions commensurate with market trends.
3. In the area of retention in other job classifications ADC will ensure classifications with high turnover or hard to fill status are reviewed and revised by ADOA for market equity.
4. To improve staff retention overall, certify as many qualified staff as soon as eligible as “master class” specialists in all classifications.
5. Improve the Critical Incident Stress Debriefing (CISD) program components especially, staff follow-up, the referral process, and staff dissatisfaction with providers, and increase the number of contract provider contacts as needed.
6. Hold Section Heads accountable for staff turnover in their sections.

Promotional opportunities

1. To improve the promotional process in the security series, ADC will continue to refine the promotional process to maximize the number of eligible staff considered for promotion.
2. To improve the promotional process in other job classifications ADC will utilize feedback from new hires and hiring supervisors to continue to refine promotional process and evaluate the on-going efficiency of the Hiring Gateway automated recruitment process.
3. To improve the promotional process in other job classifications ADC will evaluate the new promotion preparation classes and mentoring process established by the Training Bureau to ensure activities add value to the process and improve outcomes.

Staff recognition and rewards

1. To recognize and reward all staff, conduct regularly scheduled formal recognition programs.
2. Regularly convene formal recognition programs at every complex.
3. Conduct more “on the spot” and local awards and recognition ceremonies, continue the monthly Events showcasing staff and identifying noteworthy accomplishments.
4. Continue to share promotional candidate’s information with media.

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5. Use the website to feature employee events, activities and celebrations statewide at each work location.

Outputs

1. All vacancies are filled quickly.
2. All staff receives wages and benefits at or above market.
3. All eligible staff is promoted as opportunities present.
4. All eligible staff receives recognition.

Outcomes

1. Overtime resulting from vacancies is eliminated.
2. Turnover resulting from non-competitive wages and benefits is eliminated.
3. Staff can count on career progression within ADC.
4. Turnover resulting from lack of recognition is eliminated.

GOAL 13:

The department's continuum of state-of-art pre-service, in-service and career development training programs prepares the ADC workforce to assume and perform their duties with excellence.

Objectives completed to date, led by Support Services

Pre-service instruction

1. The Back-to-Basics (B2B) approach to staff assessment and training is integrated into the department's pre-service training program for corrections series and other ADC staff.
2. BRP and OFI recommendations integrated into pre-service curriculum.
3. Research and implement best practices from other jurisdictions into Academy curriculum
4. Develop an improved New employee Orientation

In-service instruction

1. The Back-to-Basics (B2B) approach to staff assessment and training is integrated into the department's in-service training program for corrections series and other ADC staff.
2. BRP and OFI recommendations integrated into in-service curriculum.
3. On-the-Job-Retraining (OJRT) provided to security series staff failing to achieve passing scores on core competency testing

Promotional instruction

1. The Back-to-Basics (B2B) approach to staff assessment and training is integrated into the department's promotional training program for corrections series and other ADC staff.
2. BRP and OFI recommendations integrated into in-service curriculum.

Career development

1. Tuition Reimbursement policy reinstated
2. Provide a self-paced pre-promotion program that includes self-paced learning, mentoring and formal classroom activity.
3. Develop written career pathways that identify the skills and methods to attain these skills for promotion.

Objectives to be completed in FY 2006, led by Support Services

Pre-service instruction

1. Continue the Officer OJT program ensuring all FTO receive annual training.
2. Establish OJT/mentoring program for newly hired staff

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3. Identify aspects of COTA training resulting in diminished outcomes for female offenders and requiring gender-specific interventions; modify training programs accordingly.
4. Pilot and implement the OJT program for sergeants and CO III series.
5. Develop and pilot a hands-on New Employee Orientation program to replace the existing self-paced program.

In-service instruction

1. Develop and start administering training to Tactical Support Unit (TSU) team members including negotiators.
2. Develop and implement a schedule for inter-agency training in the area of emergency-preparedness.
3. Assess all staff that performs FTO functions every three years; only re-certify qualified instructors.
4. Increase the numbers of women and minorities performing FTO functions, all locations
5. At least 50% of all staff that has contact with female offenders will satisfactorily complete training on gender-specific interventions.
6. Finalize baseline of numbers of staff satisfactorily completing requisite number of in-service training hours
7. Establish relationship with ACA to implement the Corrections Certification Program to test and certify staff

Promotional instruction

1. Establish OJT/mentoring program for newly promoted staff
2. Schedule and publish internal and external training opportunities that support a continuum of training in preparation for promotion.
3. Schedule with NIC an executive program to be offered at COTA.
4. At least 10% of executive training slots are available for eligible employees on promotion lists.

Career development

1. Expand tuition reimbursement to cover professional training certificate programs including POST and required continuing education activities
2. Pursue legislation enabling POST certified staff to secure secondary employment in law enforcement.

Objectives to be completed in FY 2007, led by Support Services

Pre-service instruction

1. Ensure all non-correctional series staff receives pre-service instruction week one of employment.
2. Conduct a review of all curriculums utilizing Subject Matter Experts to ensure compliance with field practices.

In-service instruction

1. Develop and start training of security and medical staff per the Arizona Aging 2020 Plan.
2. At least 90% corrections series staff satisfactorily completes requisite number of in-service training hours
3. At least 90% all other staff with inmate contact satisfactorily completes requisite number of in-service training hours
4. At least 90% of the staff assigned to tactical units satisfactorily completes Tactical Support Unit Academy.
5. At least 90% of the staff identified as first responders satisfactory completes inter-agency training in the area of emergency-preparedness.

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6. At least 90% of all supervisory and management staff satisfactorily completes effective communication class.
7. All staff that has contact with female offenders satisfactorily completes training on gender-specific interventions.
8. All staff is informed and all qualified staff seeking certification by ACA in the categories of Executives, Managers, Supervisors and Officers is supported.

Promotional instruction

1. Improve communications between management and line staff by incorporating effective communication classes in all promotional courses for supervisory and management staff.
2. Integrate completion of approved management and executive training into promotional requirements.
3. Develop and pilot OJT for Lieutenants and Captains.
4. Schedule with NIC an executive program to be held at COTA.
5. At least 25% of executive training slots are reserved for eligible employees on promotion lists.

Career development

1. Develop a software system to enable all ADC to plan careers in corrections within and across divisions
2. Provide career mapping opportunities through local Training Officers for all supervisory staff.

Objectives to be completed in FY 2008 - 2011, led by Support Services

Pre-service instruction

1. Provide career mapping opportunities through local Training Officers for all supervisory staff.

In-service instruction

1. All corrections series staff satisfactorily completes requisite number of in-service training hours.
2. All other staff with inmate contact satisfactorily completes requisite number of in-service training hours
3. All staff assigned to tactical units satisfactorily completes Tactical Support Unit Academy.
4. All staff identified as first-responders satisfactory completes inter-agency training in the area of emergency-preparedness.
5. All supervisory and management staff satisfactorily completes effective communication class.
6. Complete the re-certification of all current FTO personnel; continue to renew all FTO certifications every three years.
7. Inform staff if the ACA certification program in the categories of Executives, Managers, Supervisors and Officers.
8. Support all qualified staff's efforts to be certified by ADC as Executives, Managers, Supervisors and Officers.

Promotional instruction

1. ADC develops a pre-promotional training program for line staff interested in career development in FY 2008
2. ADC increases the capacity of its pre-promotional training program for line staff to meet 100% of demand by the end of 2011.
3. Offer 50% of executive training slots to employees on promotion lists.

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Career development

1. Inform and encourage all staff to plan careers in corrections within and across divisions utilizing the newly developed software system.

Outputs

1. All new staff receives required training prior to assuming duties.
2. All promotional staff receives required training prior to assuming duties.
3. all staff has access to career development
4. All staff has expanded access to tuition reimbursement opportunities.

Outcomes

1. All staff proficiently performs their duties.
2. All staff progresses within ADC commensurate with their interests and abilities.
3. All eligible staff earns the rank of Master.

GOAL 14:

The workplace environment sustains organizational change towards excellence and the efforts of its professional workforce.

Objectives completed to date, led by Support Services

Human Services

1. Published “25+ Reasons I want to work at ADC”
2. Completed analysis of the time it takes to hire a CO with recommendations to improve
3. Established work group to improve employment practices
4. CIRT is reconfigured and services to staff improved through CISD.

Staff Training and Development

1. Established and continues to expand core competency testing for security series staff
2. Integrated pre-service and in-service training for security series and other employees
3. expanded pre-service instruction

Planning, Budget, Research

1. Budget development and allocations prepared in collaboration with the divisions
2. Research on inmates’ needs and risk is the basis for the new classification system and assignment of inmates to programs services.

Administrative Services

1. A&R account updated to support agency requirements.
2. Audit of payroll practices completed to eliminate errors in paychecks.

Inspector General

1. Utilization of lie-detector instruments discontinued in staff administrative reviews
2. The SSU liaison established to link STG and SSU unit staff to improve problem identification and resolution.

Information Technology

1. IT personnel reassigned to IPO to update ADC web site updated and keep it current.
2. Met GITA requirements to modify web page and meet new address requirements.

Objectives to be completed in FY 2006, led by Support Services

Human Services

1. Methods by which staff is recruited under review; RUSH to be revised later this year.

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2. Methods by which employment opportunities advertised under review; revision later this year.

Staff Training and Development

1. Pre-service and in-service training provides instruction on strategies to achieve strategic issues.
2. New training segments specific to the implementation of Parallel Universe to begin.

Planning, Budget, Research

1. A comprehensive review of all programs services and supervision strategies to be completed; activities that are not evidence-based and do not yield measurable outcomes to be discontinued.
2. A needs and risks assessment for offenders on community supervision will be undertaken.

Administrative Services

1. Processes in place to eliminate payroll errors.
2. Utilizing CORE process, standardize fleet vehicle requirements to operate a complex.
3. Support the transition of the Inmate Stores from self-operation to privatization.
4. Convert to ADTRAV/P-Card implementation for In-State travel.

Inspector General

1. Guidelines to conduct fugitive apprehension per industry standards will be developed and adopted.
2. Guidelines to conduct administrative investigations per industry standards will be developed and adopted.

Information Technology

1. Utilizing CORE process; standardize computer hard/software requirements to operate a complex.
2. Incorporate information from CORE process in the FY 2008 budget request.

Objectives to be completed in FY 2007-2011, led by Support Services

Human Services

1. Operate an organizational whose environment is physically and psychologically safe, free from harassment and retaliation.
2. Identify root causes of legitimate staff complaints and timely institute systemic changes to prevent reoccurrences.
3. Line staff and supervisors are conversant with employees' rights and responsibilities.
4. Increase opportunities for positive staff recognition by identifying staff's successes and routinely recognize their contributions.
5. Expand meaningful participation of line staff in planning/executive meetings.
6. Expand ADC staff participation as SME in B2B activities.
7. Encourage staff involvement in their local community, recognize those who are.
8. Continue to monitor and benchmark personnel and employment trends, anticipate and respond timely to changes in individual units, complexes, and/or field.
9. Create/maintain an organization promoting personal growth/ professional development.
10. Refer staff in need of lapse and relapse prevention and substance abuse interdiction/treatment to competent providers.
11. Refer staff in need of counseling services to competent providers.
12. Identify and refer staff to other services according to need/risk; ensure staff has sufficient and timely access to counseling and treatment services.

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13. Establish an intra-agency task force to develop plans for recruitment, retention, and reallocation of staff consistent with projected needs of Arizona's Aging 2020 Plan.

Staff Training and Development

1. Provide timely re-assessments of staff's need for intervention and instruction.
2. Review ADC's administration and organization of training programs towards an integration of staff training and career development.
3. Revise ADC's administration and organization of training programs to integrate staff training and career development.
4. Identify criteria to evaluate the work performance of supervisors and managers towards the timely achievement of the agency's strategic plan.
5. Encourage progressive movement by staff within and between job classifications and divisions to cultivate a well-rounded work force.

Planning, Budget, Research

1. Streamline and automate data reporting systems to eliminate "noise."
2. Collect, analyze and use reliable data to support program decision-making focusing on outcomes not outputs.
3. Budget requests and allocations based on need per direction of division directors.
4. Monthly and annual reports accurately convey to staff and others outcome measures incorporated in the strategic plan.

Administrative Services

1. Provide technical, training and procurement support to divisions to meet agency goals.
2. Contract renewals completed at least four months prior to the expiration date.
3. Financial procedures comply with statute, regulations and policies.
4. Complete Inventory Certifications on time; control and account for department equipment and capital property from acquisition through disposal.
5. Pay invoices within 10 working days of receipt at Central Office Accounting.
6. Process and reconcile budget, inmate banking and financial transactions (purchase orders, vendor and travel claims, deposits, etc.) timely and accurately.
7. Meet all State and Federal regulations in regard to emissions and third-party testing.
8. Timely collect and distribute court-ordered restitution payments.
9. Track time and attendance, account for leave balances accurately.
10. Only renew contracts meeting or exceeding its requirements; finalize submissions at least two weeks in advance; complete contract renewals four months prior to the expiration date.

Inspector General

1. Staff's right to due process is affirmed and assured.
2. Offenders' right to due process is affirmed and assured.
3. All administrative and criminal investigations meet or exceed industry standards.

Information Technology

1. The statewide FY 2007 Telecommunications outsourcing contract requirements finalized.
2. Outsourcing contract transition requirements completed without disrupting agency support activities.
3. ACJIS modifications meet FBI/NCIC security and communication standards.
4. AIMS modified to support PSD and OOD requirements to achieve agency goals.
5. Complete development of automated inmate diagnostic centers.
6. Develop a strategy to routinely replace equipment and software.

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Outputs

1. Support Services meets or exceeds agency expectations and divisions' requirements.

Outcomes

1. ADC meets or exceeds published outcomes within five years.

Strategic Issue 3

Strategies, On-going efforts towards Excellence, 2006 - 2011, led by Support Services

1. Develop community resources that are readily available and affordable.
2. Collaborate and share resources with community-based service delivery systems.
3. Partner with community and government organizations to develop/expand human resources.
4. Develop and sustain as many meaningful partnerships as possible with stakeholders and customers.
5. Cultivate constituencies in the public and private sectors to advocate for ADC activities.
6. Expand or establish advisory councils to improve Support Services activities and outcomes.
7. Inform the department's customers and stakeholders about its activities and outcomes.
8. Fully utilize existing resources wisely including space, funds and personnel.
9. Routinely monitor ADC activities and outputs for compliance, regularly publish results.
10. Develop industry-standard practices and processes to acquire, evaluate, disseminate and adopt-adapt as appropriate the field's best and next practices.
11. Consistently provide, department-wide, only evidence-based services and strategies.
12. Identify USSC holdings impacting agency operations, timely adjust policy and procedure.

Outputs

1. All vacant positions are filled quickly.
2. Disparity in employment and promotion of women and minorities is eradicated.
3. Staff discipline is infrequent and when it occurs, it is fairly administered.
4. Administrative investigations are complete and timely.
5. All staff grievances are resolved; as many as possible are resolved informally, or as necessary at the Division Director level.
6. All staff EEO/ADA complaints are resolved; as many as possible are resolved informally, or as necessary at the Division Director level.
7. All staff trained in professionalism, ethics, code of conduct and diversity, with retraining offered each year; mandatory refresher training for violators
8. Communication between management and line staff is better.

Outcomes

1. Staff has adequate resources to perform their assigned duties effectively and efficiently.
2. The department's workforce meets or exceeds the state's employment pool.
3. 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.
4. No sustainable protests are the result of procurement actions.
5. There are no accidents due to poor vehicle maintenance.
6. The rate of staff turnover at ADC is no greater than the state's average.
7. The rate of staff vacancies at ADC is no greater than the state's average.

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STRATEGIC ISSUE 4:

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

Prior to FY 2004 the department had only limited involvement with crime victims and survivors. It provided few victim services and no restorative justice programs. Integral to the Plan is our commitment to advocate for and assist an important segment of our customer base, crime victims and survivors. We strive to improve their access to timely, reliable information about offenders and the collection of all court-ordered restitution. We expect offenders to accept responsibility for their criminal conduct, express remorse, and repair the harm they have caused crime victims, their families, neighbors and neighborhoods. To this end, the department is redoubling its efforts to collect more restitution for more crime victims and is developing three kinds of restorative justice programs to offer survivors state wide. Two of these programs – Impact of Crime on Victims (ICVC) classes and Restorative Justice (community service requested by and directly benefiting crime victims and crime victims’ organizations) – will be provided at every facility over time. The third offering – victim-offender dialog – will be provided eventually on a limited basis. 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.

GOAL 15:

Crime victims and their families have ready access to the Department and receive credible support services.

Objectives completed to date, led by Victim Services

1. Establish an Office of Victims Service to provide comprehensive victim services featuring personal contact with ADC staff to inquire about the status of offenders, obtain information about ADC operations, and participate in ADC victims’ programs and services.
2. Include in the Office, advocacy and information for ADC employees who are crime victims and victims of workplace violence.
3. Establish a Crime Victims’ Advisory Council enabled by a newly issued, governing departmental order.
4. Develop partnerships with crime victims’ assistance organizations serving survivors of DUI offenses, domestic violence, homicide, sexual assaults and other crimes committed in Arizona.
5. Establish the facility liaison position and then identify and train staff volunteering to serve as liaisons to the states’ crime victim community at each complex and parole office.
6. Develop pre-service and in-service training segments for all ADC staff about victims’ services and restorative justice.

Objectives expected to be completed in FY 2006, led by Victim Services

1. Working with the Victims Services Advisory Council, resolve outstanding user dissatisfaction with the current crime victims’ automatic notification process (VINE).
2. Ensure an adequate number of trained ADC staff is available to respond in person to victim inquiries.

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3. Develop a victims' service web page in English and Spanish.
4. Maintain partnerships with crime victims' assistance organizations.
5. Develop a notification and response process for ADC staff who are crime victims of workplace violence.
6. Coordinate with CIRT support services provided to ADC staff who are victims of workplace violence.
7. In partnership with COTA provide victim sensitivity training to investigators and other department employees interacting with ADC staff who is victims of workplace violence.

Objectives expected to be completed between 2007 - 2011, led by Victims Services

1. Sustain and support the work of the ADC advisory council to continue to improve ADC Victims Services.
2. Solicit formal and informal feedback from crime victims and victim organizations to evaluate and improve the activities and outcomes of the department's Victims Services unit.

Outputs

1. Crime victims may contact competent, compassionate victims' advocates 24x7.
2. Crime victims receive services that meet their needs as survivors.

Outcomes

1. Supported, crime victims and survivors recover faster and better than before.
2. Crime victims and survivors receive court-ordered restitution on time and in full.

GOAL 16:

All offenders are involved in victim-focused activities that promote awareness and understanding of the impact of their criminal conduct on crime victims and make amends to crime victims for their unlawful behavior.

Objectives completed to date, led by Victim Services

1. Inmates are encouraged to contribute to fund raising activities benefiting crime victims' organizations in recognition of Crime Victims Rights Week annually effective FY 2004.
2. Inmates are invited to submit original design posters in recognition of Crime Victims Rights Week annually effective FY 2004.
3. Inmates are encouraged to contribute to victims organizations through pledges to the SECC annual campaign effective FY 2004.
4. Address in the department's Level-1 transition-specific planning and program, crime victims' concerns.
5. In partnership with Programs Services, finalize the department's transition-specific planning and program for all inmates to include an adequate response to crime victims' concerns.

Objectives to be completed in FY 2006, led by Victim Services

1. Inmates are encouraged to contribute to other organizations serving the needy such as Hurricane Relief efforts and Stuff-the-Bus/Pack-to-School effective FY 2006.
2. ADC Advisory Council and Victims Services staff develops its Impact of Crime on Victim (ICVC) curriculum with the assistance of NIC consultants.
3. ADC pilots its Impact of Crime on Victim (ICVC) curriculum at ASPC-Florence.

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4. ADC finalizes ICVC curriculum and then expand ICVC program to all complexes no later than FY 2007.
5. ADC Advisory Council and Victim Services staff develops processes to increase collection of court-ordered restitution no later than FY 2007.
6. In partnership with the ADC workgroup developing inmate incentives, Victim Services staff ensures satisfying court-ordered restitution is prerequisite to inmates earning improved conditions of confinement.
7. In partnership with Support Service ADC Victims Services staff develops a method to track and report monthly restorative justice activities.
8. In partnership with Support Service ADC Victims Services staff develops a method to track and report monthly the status of inmates' court-ordered restitution payments to individual crime victims.
9. ADC Advisory Council and staff seek the assistance of NIC to develop proposal of parameters for Victim-Offender dialogue.

Objectives to be completed in FY 2007, led by Victim Services

1. ADC Advisory Council and staff develop and pilot the department's Victim-Offender dialogue initiative.
2. ADC finalizes its Victim-Offender dialogue offering and then expands its availability to all complexes no later than FY 2008.
3. ADC develops plan to collect all inmates' court-ordered restitution.
4. The department establishes and pilots a community-based Re-Entry Advisory Panel.

Objectives to be completed FY2008 - FY2011, led by Victims Services

1. Develop community resources and department capacity to meet as many requests victim organizations add to the ADC Restorative Justice Wish List as quickly as possible.
2. Collect all inmates' court-ordered restitution.
3. Continue to expand opportunities for offender participation in charitable campaigns and activities.
4. Evaluate pilot community-based Re-Entry Advisory Panel then expand department wide.

Outputs

1. All crime victims and supervisors seeking participation in ICVC classes and eligible to participate in Victim-Offender dialogue, participate.
2. All inmates participate in charitable campaigns and activities.
3. All inmates participate in ICVC classes.
4. All eligible inmates participate in Victim-Offender dialogue.

Outcomes

1. Supported, crime victims and survivors recover faster and better than before.
2. Crime victims and survivors receive court-ordered restitution on time and in full.

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

1. Continue to develop readily available and affordable community resources for crime victims and victim organizations.
2. Collaborate with community-based service delivery systems and government organizations to develop, expand and share resources that assist crime victims and victim organizations

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3. Develop and sustain as many meaningful partnerships as possible with stakeholders and customers.
4. Inform the department's customers and stakeholders about its activities and outcomes benefiting crime victims and victim organizations.
5. 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 media messages, public appearances and publications.
6. Fully utilize existing resources wisely including space, funds and personnel to benefit crime victims and victim organizations.
7. Routinely monitor ADC activities and outputs for compliance, regularly publish results impacting crime victims and victim organizations.
8. Develop industry-standard practices and processes to acquire, evaluate, disseminate and adopt-adapt as appropriate the field's best and next practices affecting crime victims and victim organizations.
9. Consistently provide department-wide, only evidence-based services and strategies for crime victims.
10. Identify USSC holdings impacting agency operations concerning victims' services, timely adjust policy and procedure.
11. Develop and distribute crime prevention information; for example, public service announcements and training videos.
12. Partner as appropriate with legislators, prosecutors and the Court at the county, state and federal levels of government.
13. Promote a victim-sensitive culture throughout ADC and its partner agencies in criminal justice and law enforcement.
14. Develop annual ceremonies to commemorate Victims' Rights Week.
15. Draft legislation to address system deficiencies including as examples, rape shield laws, ensuring the confidentiality of correctional employees who are victims of workplace violence.

Outputs

1. All offenders comply in full with court-order restitution obligations.
2. All inmates participate in voluntary charitable campaigns.
3. All inmates participate in restorative justice activities.
4. All inmates participate in ICVC classes.
5. Eligible inmates participate in Victim-Offender dialogue.

Outcomes

1. All registered crime victims receive in full and on time court-ordered restitution.
2. Offender contributions to charitable and other organizations serving the needy increase.
3. Crime victim organizations Wish List requests are addressed.
4. There is sufficient capacity for all crime victims seeking to participate in ICVC classes to do so.
5. There is sufficient capacity for all eligible crime victims seeking to participate in Victim-Offender dialogue to do so.

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Resource Assumptions

NOTE: THE FOLLOWING RESOURCE ASSUMPTIONS (CALCULATED IN CONSTANT DOLLARS) ARE ESTIMATES ONLY AND ARE SUBJECT CHANGE IN KEEPING WITH INFLATION AND ECONOMIC CONDITIONS.

Total of all Strategic Issue Resource Assumptions						
(Calculated in nominal/constant dollars)	FY 2006 Appropriation (actual)	FY 2007 Estimate	FY 2008 Estimate	FY 2009 Estimate	FY 2010 Estimate	FY 2011 Estimate
Full Time Equivalent (FTE)	9726.9	10,587.4	11,001.4	11,415.4	11,829.4	12,243.4
General Fund	697,612,400	863,755,400	920,857,900	981,281,283	1,044,204,065	1,110,272,418
Other Appropriated Fund	45,193,100	44,693,100	44,693,100	44,693,100	44,693,100	44,693,100
Non Appropriated Fund Expenditures	44,713,500	41,431,500	41,431,500	41,431,500	41,431,500	41,431,500
Federal Funds Expenditures	43,976,900	8,344,800	8,344,800	8,344,800	8,344,800	8,344,800
Agency Total Funds	831,495,900	958,224,800	1,015,327,300	1,075,750,683	1,138,673,465	1,204,741,818

Notes:

- FY 2007 figures are based on the agency's FY 2007 budget request.
- General Fund estimates in Years 2008 - 2011 represent an average 6.5% annual increase of the agency's FY 2007 request. The increase is based on three major issues: increased population growth (opening 972 new beds each year), health care increases (6.0% on \$120 million, and annual pay raises (6.5% on \$349 million PS plus ERE).

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Measures of Success

Critical outcomes: Offender Operations

Inmates identified, assessed for STG validation, file initiated
STG validated inmates returned to general population as soon as possible
Inmates identified, assessed for protective custody, file initiated
Inmates assigned to protective custody returned to general population as soon as possible
Inmate-on-staff assaults per 1,000 inmates
Inmate-on-inmate assaults per 1,000 inmates, major
Inmate-on-staff assaults per 1,000, minor
Escapes from secure perimeters
Escapes from exterior work crews
Major disturbances
Minor disturbances
Programmable inmates placed in appropriate full time work assignments
Programmable inmates placed in appropriate part time work assignments
Major rule violations
Minor rule violations
Interdictions, drugs/paraphernalia in prison
Complexes compliant with annual peer review assessments
Individual units compliant with annual peer review assessments
Inmates/offenders randomly tested for drugs each month; positive UA results
Inmates/offenders randomly tested for alcohol each month; positive breathalyzer results
Inmates performing community service
Inmates assigned to ADOT
Inmates assigned to State Land crews
Inmates assigned to other public sector IGA
Inmates assigned to private sector employers
Inmates with court-ordered restitution, partial payment collected; dollars collected
Inmates with court-ordered restitution, payment fully resolved; dollars collected
Offenders on community supervision arrested for new felony crimes
Offenders on community supervision, revoked for new felony crimes
Offenders on community supervision, warrant issued for technical violations
Offenders on community supervision, revoked for technical violations
Offenders on community supervision, warrant issued for absconding
Ex-offenders revoked for new felony crimes
Number of ADC fugitives apprehended
Number of ADC fugitives not yet apprehended
Inmate grievances filed by type
Inmate grievances upheld

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Inmate lawsuits filed by type
Inmate lawsuits upheld

Critical outcomes: Program Services

Intake and Assessment
Inmates admitted and assessed by custody level
Inmates admitted with less than 6 months to serve by custody level
Inmates admitted with more than 6 months to serve by custody level
Intake assessments (less than 6 month stay) completed within 3 days
Intake assessments (over 6 month stay) completed within 5 days
Number of custody classification overrides
Education
Inmates in need of Functional Literacy instruction, not enrolled
Inmates enrolled in Functional Literacy
Inmates achieve 8 th literacy standard
Average grade gain/month
Inmates in need of special education, not enrolled
Inmates enrolled in special education within 21 days of intake
Inmates in need of GED preparation, not enrolled
Inmates enrolled in GED preparation
GED graduates
Inmates in need of Work Based Education, not enrolled
Inmates enrolled in Work Based Education
Inmates successfully complete Work Based Education
Utilization rate for ABE/GED classes, seats/slots above 95%
ACI
Inmates eligible for ACI work program, not enrolled
Inmates eligible for ACI work program, enrolled
Utilization rate for ACI work slots above 95%
ACI revenue
ACI revenue expended on Work Based Education
Religious Programs
Inmates attending worship services
Inmates participating in other religious activities
RIFRA complaints, upheld
Substance Abuse Programs
Inmates in need of substance abuse education, not enrolled
Inmates enrolled in substance abuse education
Inmates successfully complete substance abuse education
Inmates successfully complete SA education, subsequently test positive for drugs/alcohol
Inmates in need of short term treatment, not enrolled
Inmates enrolled in short term substance abuse treatment
Inmates successfully complete short term substance treatment
Inmates successfully complete short term treatment, subsequently test positive

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Inmates in need of long term treatment, not enrolled
Inmates enrolled in long term treatment
Inmates successfully complete long term substance treatment
Inmates successfully complete long term treatment, subsequently test positive
Utilization rates for SA education, short term/long term treatment slots above 95%
Mental Health Program
Inmates in need of mental health services, not enrolled
Inmates in need of mental health services, enrolled
Inmates successfully complete mental health services
Utilization rates for MH services above 95%
Inmates in need of psychotropic medication, compliant with prescription
Inmates placed on suicide watch
Inmates committing suicide
Sex Offender Program
Inmates in need of sex offender treatment, not enrolled
Inmates in need of sex offender treatment, enrolled
Inmates successfully complete sex offender treatment
Utilization rate for SO treatment slots above 95%
Health Services
Average daily healthcare cost per inmate
Inmates with one or more chronic care conditions
Pregnant inmates
Pregnant inmates deliver babies
Days, in-patient hospital care
Days, step-down care
Days, hospice care
Inmate medical grievances filed
Inmate medical grievance upheld
Files reviewed by QAC
Files reviewed by QAC with significant findings

Critical outcomes: Support Services

Human Services
Staff grievances filed
Staff grievances upheld
Staff EEO complaints filed
Staff EEO complaints upheld
Staff promotions
Staff resignations excluding retirements
Staff retirements
Staff vacancy rate
CO turnover
CO FTE hired to backfill CO vacancies
Staff Development and Training
CO staff successfully completing COTA training
Core competency testing, line staff with passing scores (70% or greater)

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Core competency testing, supervisory/managerial staff with passing scores (80% or greater)
Utilization, tuition reimbursement
Information Technology
Development projects satisfactorily completed on time.
Radio communication service requests satisfactorily completed on time
GITA reporting satisfactorily completed on time.
Inspector General
B2B peer assessments completed on time
Administrative investigations completed satisfactorily on time.
Criminal investigations completed satisfactorily on time
All monthly and the Annual Reports completed satisfactorily on time
Procurement
All contracts are renewed timely with the pre-approval of the affected Division Director
Financial Services
All invoices are processed for payment within five work days of receipt
Budget, Planning, Research
Annual budget request completed in consultation with Division Directors on time
Monthly budget reports accurately completed and posted on time
Efficiency Reports (monthly updates/quarterly presentations) completed on time correctly

Critical outcomes: Office of the Director

Victim Services Office
Crime Victim registrations
Crime Victim notifications
Victim organizations requesting assistance
Victim organizations receiving assistance
Inmates participating in victims-focused community service (restorative justice)
Crime victims participating in Impact of Crime on Victim classes
Inmates participating in Impact of Crime on Victim classes
Staff who are crime victims served by CIRT
Staff who are crime victims served by OVS
Labor Relations
Employee EEO complaints decrease
Employee grievances decrease
Unsustainable employee discipline decreases
Improved communications between and with the labor force and office of the Director
Constituent Services
Informal complaints received by subject
Informal complaints received by location.
Informal complaints sustained
Formal complaints received by subject.
Formal complaints received by location.
Formal complaints sustained
Grievance/Disciplinary appeals received by reason
Grievance/Disciplinary appeals received by location

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Grievance/Disciplinary appeals sustained
Public Information
Timely good news advisories
Timely publication, The Post
Timely responses to Public Information requests
General Counsel
Department Orders and Instruction comply with state and federal law
Staff discipline complies with state and federal law
Procurement and contracts comply with state and federal law
Public Information responses comply with state and federal law

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Definitions

Able

An inmate with the capacity to work or participate in school or treatment is able.

At Risk

Inmates with a propensity for violence to themselves or others per empirical data and clinical assessment are at risk for relapse, revocation, and recidivism.

Back to Basics

Agency-wide emphasis on fundamental security practices.

Best Practices

Strategies, activities, or approaches empirically demonstrated to be efficient and effective.

Compression

Salary inequities resulting from little to no differences within and between grades or positions

Core Competencies

The department's core competencies encompass basic security skills and essential correctional concepts.

Correctional Professional

A correctional professional is a well-trained employee of ADC, diligent in his execution of Department policies and state and federal law. His performance improves public safety. He is impartial, has integrity and is ethical throughout his career. The correctional professional interacts with his supervisors, colleagues, subordinates, offenders and the general public with respect, fairness, honesty and dignity. A corrections professional continually strives to improve his performance, and keeps abreast of the field's best practices. A corrections professional teaches and leads by example, modeling and mentoring staff and offenders.

Direct Supervision

Staff interacts routinely and professionally with the offender population, where appropriate in a physical plant with less physical barriers, in prescribed ways that promote professional interactions.

"Fast-track" Inmate

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An inmate who will serve less than six months confined is referred to as a fast-track inmate.

Field Training Officer (FTO)

A FTO is a designated employee that provides on-the-job-training (OJT) to new employees and on-the-job-retraining (OJRT) to tenured staff.

Flagship

The finest, largest, or most important one of a series, network or chain; the one that sets the standard; the standard bearer; ADC

Full-Time Work Assignment

The assignment of an inmate to 30 or more hours a week of treatment, school, vocational training, ACI and/or other work

High Risk Offender

An offender with a propensity for recidivism, violence against self or others, and/or escape per empirical data and clinical assessment.

Indirect Supervision

Staff has minimal contact with inmate. Structural barriers in physical plant and operational barriers in post orders and assignments restrict interactions between an employee and inmates.

Inmate

An inmate is a felon serving a sentence imposed by the state in a state correctional facility.

Inmate-on-Inmate Aggravated Assault

An inmate intentionally causes serious physical injury or uses a weapon or dangerous instrument during an assault on another inmate.

Inmate-on-Inmate Assault

Physical contact by one inmate with the intent to cause or provoke injury to another inmate

Inmate-on-Staff Assault

Knowing, intentional or reckless physical contact causing physical injury to an employee; the inmate strikes staff with a weapon or object, or hands, fists or feet with the intent to cause harm or physical injury; an inmate knowingly touches staff with intent to injure, insult or provoke; an inmate committing an assault with bodily fluids by throwing or projecting saliva, blood, seminal fluid, urine or feces at or on a correctional employee. See A.R.S. 13-1203, 13-1204, 13-1212.

Leisure Time

The hours during the day when an inmate is not specifically assigned to treatment, school, vocational, ACI and/or other work assignments is called leisure time. Leisure time activities include victim-focused community service (Restorative Justice), community service, religious

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activities, recreation, self-study, distance learning, AA-NA and other volunteer substance abuse programs, and visitation.

Lethal Force

The degree of authorized physical force certain staff may employ to cause death or serious physical injury, or in the manner of its use or intended use capable of creating a substantial risk of causing death or serious physical injury.

Less-Than-Lethal Force

The degree of authorized physical force that an authorized employee may direct toward the body of another person that is not likely to result in death including confinement, physical restraint, weaponless defensive/arrest tactics, and deployment of less-than-lethal specialty munitions.

Major Rule Violation

A rule violation of such magnitude (including some persistent minor rule violations) that the inmate's action significantly impacts the safety, well-being and/or security of staff, unit operations or other inmates. A finding of guilty may result in major penalties including loss of earned release credits, restitution, placement in a non-earning status and disciplinary detention.

Master Class (specialist classification)

Staff recognized as demonstrating the highest level of proficiency in the performance of their duties is eligible to earn special designation and a pay differential.

Minor Rule Violation

A rule violation where there is no threat to the safety, well-being or security of staff, unit operations, or other inmates. Informal resolution is not sufficient to address the behavior but loss of earned release credit, placement in a non-earning status or disciplinary detention as restitution is not warranted.

Offender

An inclusive term for any felon under the authority of ADC and includes both inmates confined in state prisons and those completing their state sentence under community supervision.

On-the-Job Retraining (OJRT)

Competency based classroom and practical applications of basic correctional skill sets for tenured Correctional Officers whose core competency testing is sub par.

On-the-Job Training (OJT)

Competency based classroom and practical applications of basic correctional skill sets for probationary Correctional Officers.

Parallel Universe

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An approach to pre-release preparation whereby inmates' daily activities are conducted as much like the real world as possible so that they acquire the social skills, work habits, and underlying values directly associated with being a productive, law-abiding citizen.

Part-Time Work Assignment

The assignment of an inmate, 15 or more hours but less than 30 hours per week, to treatment, school, vocational training, ACI, and/or work.

Peer Review Assessment

An assessment of a work unit's compliance with ADC policies and procedures by peer subject matter experts (SME) ensures agency standards are being met and areas of sub-standard performance are identified and corrected.

Program Capacity

The number of offenders served per classroom, treatment program and work assignment. Capacity is determined by the agency.

Programmable Offender

Every offender who will serve more than six months confined and is mentally and/or physically able to participate in school, vocational training, work, and/or treatment is programmable whether or not he is in the general population absent Agency security concerns to the contrary. All programmable inmates shall be assigned to programs on a full-time basis unless medically excused. As such, inmates with high mental health scores in a mental health program and general population inmates assigned to ACI are both programmable.

Propensity for Violence

An offender's propensity for violence is his likelihood to harm himself or others per empirical evidence. The extent to which an offender demonstrates a propensity for violence impacts his work and housing assignments and custody level or level of supervision.

Random Sample

A representative sample is randomly drawn from a population so that each member of that population has an equal chance of being selected for testing or assessment.

Recidivism

The arrest, conviction and commitment of a former ADC inmate to ADC

Relapse

The reoccurrence of unauthorized conduct including as examples, consuming alcoholic beverages, and using drugs in an unauthorized manner

Restorative Justice

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A justice system that includes crime victims in its policies, procedures and programs; Restorative Justice affirms the rights of crime victims and affirms the state's responsibility to restore victims and survivors to the extent possible. A Restorative Justice program expects offenders to recognize the impact of their criminal behavior, express remorse and work toward repairing the harm to victims and community.

Risk Assessment

A risk assessment is the empirically based determination of an offender's risk to harm self and others. It is a basis for custody classification in prison and community supervision.

Step Down Process

The step-down process is an incremental approach to integrating special population inmates including certain STG prisoners into the general population

Subject Matter Expert (SME)

A correctional employee recognized by ADC as having the expertise in a specific subject such as key control or inmate classification is a subject matter expert.

Target Sample

Individuals specifically selected for testing or assessments are targeted for cause.

Transition Plan

A checklist of re-entry requirements that inmates are required to satisfy prior to release from prison including as examples, developing a viable home plan, acquiring a positive identification document, accruing some savings.

Treatment

The systematic administration of a clinical service by licensed personnel to an inmate or offender to address an identified physical, cognitive and/or psychological need is treatment.

Treatment Space

Designated area in which services are provided. ADC determines treatment capacity per treatment activity.

Unit Management

Decentralized and delegated authority to a multi-disciplinary team at the unit who assesses inmates' program needs and monitor their participation, and resolve as many issues that impact conditions of confinement at the unit level as possible. Unit management places inmates and staff in close proximity to each other to promote informed, pro-social problem solving.

Use of Physical Force

Staff is authorized to use physical force per DO 804 only after persuasion, counseling, warnings and direct orders fail.

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Weapon (inmate made)

Any object constructed or used by an offender to cause injury or provocation to another offender or staff.

Work

Any ADC-approved full or part time work-day activity whether institution or community-based; as examples, an ACI assignment, enrollment in an ABE/GED class or treatment program for sex offenders and services for the mentally ill and substance abuse.