

Vision: Reimagining Corrections

Mission: To enhance public safety across Arizona through modern, effective correctional practices and meaningful engagements.

Agency Description: The Arizona Department of Corrections, Rehabilitation and Reentry (ADCRR) carries out its mission by incarcerating individuals safely in correctional facilities, providing rehabilitation opportunities and programs designed for successful community re-entry. During incarceration, community standard healthcare services are provided to the incarcerated population. Opportunities for vocational skill development, educational opportunities from literacy to undergraduate degrees and substance abuse treatment increase the likelihood of successful and sustained re-entry upon release. ADCRR supervises offenders released to community supervision using a continuum of services and evidence-based programs. ADCRR returns to custody offenders who choose not to engage in their own rehabilitation and continue to present a threat to public safety. We embrace challenges and successes as opportunities to continuously improve our operations resulting in an exceptional return on investment for the citizens of Arizona which serves as a national model for corrections.

Executive Summary: Our strategies align with creating a humane and equitable system that provides the incarcerated population with the necessary tools to successfully re-enter their community. **Improving organizational culture and development:** Strengthening our relationships with stakeholders, staff and the incarcerated population through transparency and accountability. Engaging our communities internally and externally with informed, meaningful communication and creating a healthy, supportive environment achieving safer operations and outcomes. **Optimal population management and progression:** Improving our outcomes by deploying a modern classification system, improving intake processes through validated assessments, re-aligning policies and focused management of our bed inventory. **Quality delivery of services and continuity of care:** Increasing accessibility and delivery of comprehensive medical and mental health services. Bolstering evidence-based programming and treatment services to all levels of populations focusing on re-entry and recovery. **Achieve modernization and sustainability:** Promoting and sustaining a safe, secure, humane and effective prison environment through performance benchmarking, advancing technology and best practices.

Summary of Multi-Year Strategic Priorities

| # | Five Year Strategic Priority | FY | Progress / Successes (FY 2023) |
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| 1 | Build a Meaningful Organizational Culture and Promote the Development of Team | 2023 | <ul style="list-style-type: none"> The Department has implemented various strategies to increase hiring as well as maintaining its staff. COTA classes have increased allowing for more cadets to start, from FY22 to FY23 there was an increase of 66.56% stating 412 more than FY22. There was a 46.25% increase in cadets graduating from FY22 to FY23. ADCRR has also implemented hiring incentives to draw in more candidates, with providing the incentive in two parts this helps increase those coming in, but also maintaining them for at least 6 months of service. |
| 2 | Create and Implement Optimal Population Management and Progression Strategies | 2023 | <ul style="list-style-type: none"> As part of reentry strategies, ADCRR houses those incarcerated in the lowest possible custody level to prepare them for reentry to society at the same time ensuring safety for the public, staff and other incarcerated population. A new Restrictive Housing Management process resulted in the reduction of those housed in Restrictive Housing by 33%. Consolidation of bed use in units with high vacancies has provided staffing relief based on reduced required staff posting. |
| 3 | Deploy Quality Delivery of Services and Continuity of Care in Complexes and Communities | 2023 | <ul style="list-style-type: none"> Counseling and treatment services has increased virtual services by 80%, assisting with getting treatment to residents statewide and in rural areas. Education implemented process notifying operations of on-time attendance. By doing so there has been an overall 10% increase in on-time attendance during FY23, with the largest improvement being 50% at ASPC-Lewis. ADCRR has received its second ADHS DUI treatment license for ASPC-Tucson Whetstone also allowing for virtual treatment to expand not only to ASPC- Tucson, but to all other complexes within the state. An Electronic medical record system has been implemented in all nine prison complexes, resulting in increased work efficiencies in sharing patient health care information supporting and expediting the continuity of care for quality patient care outcomes. Suicides have decreased from 10 in FY22 to 4 in FY23 showing a reduction of 60% |
| 4 | Achieve Modernization and Sustainability of Practices and Resources | 2023 | <ul style="list-style-type: none"> As part of our ongoing efforts to improve safety and security at our facilities, ADCRR has installed 36 body scanners at 9 of our facilities over the last 20 months. Equipped with low dose ionizing x-ray technology, these state-of-the-art scanners have greatly supported our efforts toward reducing the contraband that enters our facilities, including drugs and cellular devices. An additional 22 additional scanners will be installed by the end of 2023. |

| Strategic Priority | FY24 Annual Objectives | Objective Metrics | Annual Initiatives |
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| <p>1</p> <p>Build a Meaningful Organizational Culture and Promote the Development of Team</p> | <ul style="list-style-type: none"> Promote professional development Become transparent and accountable Enhance communication | <ul style="list-style-type: none"> # of Engagement with Staff Ombudsman Staff Retention Rate (All Staff) # of employee grievances Number of onsite wellness vendor visits | <ul style="list-style-type: none"> Strengthen the Agency leadership team’s vision, skill set, responsibilities and commitment Active Participation in Prison Fellowship Warden’s Exchange Program Promote transparency and accountability in agency-wide expectations and actions Rebuild communication practices between agency leadership, facility and field leadership, staff, and external stakeholders |
| <p>2</p> <p>Create and Implement Optimal Population Management and Progression Strategies</p> | <ul style="list-style-type: none"> Retool and deploy modern classifications for the prison population Enhance the admission process with more meaningful assessments for specialized needs | <ul style="list-style-type: none"> # of individuals that increased in custody level # of individuals that decreased in custody level Restrictive Status Housing (Max custody) Total Population per Month Average length of stay in Restrictive Housing | <ul style="list-style-type: none"> Build and begin deploying a new, modern classification and custody tools for men and women Implement a comprehensive and engaging intake and admission process, ensuring assessment and service connections are prioritized Establish a meaningful, accountable and time-limited process for the placement and review of individuals placed in restrictive housing/special housing settings |
| <p>3</p> <p>Deploy Quality Delivery of Services and Continuity of Care in Complexes and Communities</p> | <ul style="list-style-type: none"> Expand programming to all levels of population Increase accessibility and delivery of Modern health care services to all populations Comply with Jensen court order | <ul style="list-style-type: none"> # of major program and education completions # of active in Substance Use Disorder treatment # of active Hep C treatments # of active Medication Assisted Treatment patients | <ul style="list-style-type: none"> Build new and innovative reentry processes, beginning at admission, focusing on sustainable living and continuity of care Begin expanding education, vocational training, and treatment services to all populations in need Expand and deliver modernized health care services specific to Substance Use Disorder, Hepatitis C and Medication Assisted Treatment |
| <p>4</p> <p>Achieve Modernization and Sustainability of Practices and Resources</p> | <ul style="list-style-type: none"> Enhance safe, secure, and functional Prison environment | <ul style="list-style-type: none"> # of Contraband, drug specific % of completion status of projects identified in Building Renewal projects funding | <ul style="list-style-type: none"> Establish Drug interdiction task force to mitigate the negative impact of illicit drugs and contraband Train staff in the National Institute of Corrections security audit practices, and implement in all ADCRR audits Implement the Crisis Intervention Teams Training Program based on the Bureau of Justice Assistance and National Institute of Corrections models Review and Prioritize ADCRR’s Capital improvement building renewal plans |