

DCA 0.0  Charles L. Ryan, Director Department of Corrections (602) 542-5225 A.R.S. § 41-1602 Plan Contact: Dona Marie Markley, Planning Administrator Administrative Services Division (602) 542-1576	<b>Agency Summary</b>  DEPARTMENT OF CORRECTIONS
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**Mission:**

*To serve and protect the people of Arizona by securely incarcerating convicted felons, by providing structured programming designed to support inmate accountability and successful community reintegration, and by providing effective supervision for those offenders conditionally released from prison.*

**Description:**

The Department serves and protects the people of the state of Arizona by incarcerating inmates in correctional facilities and supervising conditionally released offenders in the community. During incarceration, welfare services and health care services including medical, nursing, dental, mental health, and pharmacy are provided to inmates. In addition, work, education, career training, substance abuse treatment, religious services, and recreation are provided to inmates to promote employability, literacy, sobriety, and accountability to crime victims and to increase the likelihood that released inmates will become law-abiding citizens upon release. In the community, the Department supervises offenders released from prison to serve the remainder of their sentence on community supervision. The Department also provides for the return to custody of those offenders who violate conditions of supervision and who represent a serious threat to the safety of the community.

**Strategic Issues:**

**Issue 1 Managing Inmate Population Growth**

Inmate population has increased from an average daily population of 29,936 in FY 2001 to 40,226 in FY 2011 (34.4 percent increase). After continuous inmate population growth from FY 2001 to FY 2010, with a monthly average growth rate of 117 inmates, inmate population growth dramatically declined in FY 2010 and FY 2011. ADC grew by only 65 inmates in FY 2010, and then actually declined by 296 inmates in FY 2011. FY 2010 and FY 2011 had the two lowest growth rates on record going back to 1973. Although inmate population growth slowed in FY 2010 and FY 2011, the Department must continue to use planning and process improvement strategies throughout the organization to maximize resources and ensure the safety of the public, staff, and inmates. As part of this strategic issue, the Department will focus on accurate bed plan forecasting; efficient control of population movement and management of permanent state beds and contracted private beds; maximization of inmate programming and complex scheduling; effective management of an aging inmate population; development of a viable workforce through targeted staff recruitment and retention; and appropriate allocation of resources to address unmet state prison physical plant needs.

**Issue 2 Enhancing Security and Oversight of Prison Operations**

When Director Charles L. Ryan assumed Department leadership in January 2009, he began a systemic review of the operational and administrative practices at both state-operated and contracted private prisons, focusing on the strict and uniform compliance with Department policy, especially safety and security practices. Since then, the Department has worked diligently to develop systems to strengthen state-operated and contracted private prison oversight, including enhancements to the significant incident reporting (SIR) process; collection and analysis of assault data and mortality data; improved private prison contract monitoring; improved Department Office of the Inspector General (IG) investigative processes, and a new inspection program and annual audit instrument designed to identify areas of non-compliance and violations of policy, correct them, and use data and information to make systemic operational changes to reduce violations and ensure safety. As part of this strategic issue, the Department will continue

to work to improve its oversight procedures; provide ongoing staff training; increase security and staff presence among inmates; ensure safe housing assignments; and develop sound intervention strategies for high risk inmates.

**Issue 3 Maximizing efficiency through privatization of services and public/private partnerships**

The Department has been actively engaged in privatization and efficiency efforts since 1986. With over 600 current contracts, the Department uses private contractors for many functions, including private prisons that house inmates in-state; correctional health services; inmate food services; inmate commissary services; inmate telephone services; and inmate career training provided through Arizona Community Colleges. As part of this strategic issue, the Department will focus on the privatization of all correctional health care services; the legislatively mandated addition of 5,000 private medium/minimum beds; and the exploration of viable opportunities for additional privatization.

**Issue 4 Integration of ADC Technology and Service Delivery**

The need for viable technology, process automation, system integration, and easy to use, secure information systems that are efficient, effective, and standardized is essential to the ability of the Department to continue to effectively carry out its mission and its obligations to the public. Without viable hardware and software solutions, integrated platforms, and automated processes in place, it will become increasingly difficult for the Department to provide appropriate services in an efficient and safe manner. As part of this strategic issue, the Department will focus on the migration of the AIMS mainframe system to new web-based technology; the exploration of optimum blends of hosted and in-house hardware/software platforms designed to increase efficiency; and the enhancement of disaster recovery capabilities and disaster recovery exercise cycles.

DCA 1.0  Charles L. Ryan, Director Department of Corrections (602) 542-5225 A.R.S. § 41-1602	<b>Program Summary</b>  PRISON OPERATIONS AND SERVICES
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**Mission:**

*To ensure public and staff safety by imprisoning inmates, providing inmate programming opportunities, providing constitutionally mandated health care, and administering prison operations in an environment that is secure and humane.*

**Description:**

This program establishes prison operations and administers prison budgets. This encompasses security; the physical plant; personnel and business office functions; inmate records; occupational safety; fleet/motor pool; warehouse; food services; classification; mail and property; telecommunications and security systems; laundry; information technology; inmate programs including work, treatment, education, religious services, and recreation; and Arizona Correctional Industries, which develops and manages revenue-generating inmate work activities in correctional institutions. This program also provides health care to inmates including medical, dental, mental health, nursing and pharmaceutical services through licensed corrections staff and contracts with community hospitals and specialists.

**This Program Contains the following Subprograms:**

- ▶ Security
- ▶ Inspections and Investigations
- ▶ Inmate Education, Treatment, and Work Programs
- ▶ Health Care
- ▶ Private Prisons
- ▶ Prison Management and Support

**2011 - 2013 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS**

**DCA 1.1 Subprogram Summary**  
**SECURITY**  
 Robert Patton, Division Director  
 Offender Operations (602) 542-3894  
 A.R.S. § 41-1604

Number of formal inmate grievances (excluding health grievances) per 1,000 inmates per average daily population	82.91	76.61	70.01
Number of inmates lawsuits (non-habeas) per 1000 inmates per annual average daily population	2.68	3.56	3.28

**Mission:**

*To maintain effective custody and control over inmates in an environment that is safe, secure and humane.*

**Description:**

This subprogram is responsible for implementation and oversight of operational areas of inmate accountability; key control; security/facility inspections; inmate regulations; inmate transportation; emergency preparedness; incident management; inmate escape prevention/response; searches; substance abuse detection; interdiction and control; execution procedures; inmate death or hospitalization notification/disposition; tool and restricted product control; inmate levels of supervision; armory procedures; and security systems. It also includes evaluating and allocating security staff and providing for their in-service training; implementing gang management strategies; developing operational intelligence (acquisition, analysis, storage, dissemination); and enhancing security and safety measures through utilization of service dog resources and security technology transfer and product review.

- ◆ **Goal 1** To safeguard the public, staff and inmates through the efficient, safe and secure operations of prisons

<b>Performance Measures</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Estimate</b>	<b>FY 2013 Estimate</b>
Number of escapes of inmates from any location	4	0	0
Number of major rule violations per 1,000 inmates per annual average daily population	453.89	419.35	383.18
Number of inmate on staff assaults per 1,000 offenders per annual average daily population; includes all assaults, including those that did not result in physical injury. [95% of all assaults on staff are committed by higher custody inmates housed exclusively in state prisons. Since FY2009, despite an ongoing state prison staff shortage of 565 correctional officer II positions, ADC has reduced the 2-year rate of increase from 33.5% to 8.6%. The rate of increase is projected to be at or below 3% within 3 years.]	9.50	10.10	10.22
Number of inmate on inmate assaults per 1,000 inmates per annual average daily population	20.31	20.75	21.35
Number of major inmate disturbances	3	0	0
Number of inmate homicides [Homicide numbers are subject to change, as final determinations are contingent upon official medical examiner reports, which may be issued in a subsequent fiscal year.]	4	0	0

- ◆ **Goal 2** To reduce drug use by incarcerated inmates

<b>Performance Measures</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Estimate</b>	<b>FY 2013 Estimate</b>
Number of inmate random positive urinalysis results per 1,000 inmates per annual average daily population	31.72	29.32	26.77

- ◆ **Goal 3** To reduce inmate grievances and inmate litigation

<b>Performance Measures</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Estimate</b>	<b>FY 2013 Estimate</b>
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**DCA 1.2 Subprogram Summary**  
**INSPECTIONS AND INVESTIGATIONS**  
 Charles L. Ryan, Director  
 Department of Corrections (602) 542-5225  
 A.R.S. § 41-1604

**Mission:**

*To promote Department safety and security by conducting administrative, civil, criminal, and gang related investigations; performing annual peer reviews and targeted performance audits; and ensuring agency compliance with fire and life safety codes.*

**Description:**

This subprogram conducts administrative investigations in support of the hiring and retention of professional staff through enforced policy compliance; conducts investigations into criminal acts and civil violations committed by inmates, staff, or others, to support successful prosecution and/or effective applications of discipline; develops intelligence, and investigates Security Threat Group activity to support management of inmates and the safe operation of institutions; provides consultation and assistance in fire and life safety code compliance to support staff, inmate, and environmental safety in all agency matters.

- ◆ **Goal 1** To conduct investigations, audits and core competency testing to ensure State prisons and Department staff are compliant with Department policies and procedures

<b>Performance Measures</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Estimate</b>	<b>FY 2013 Estimate</b>
Percent of administrative investigations completed within established time frames	100	100	100

<b>Performance Measures</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Estimate</b>	<b>FY 2013 Estimate</b>
Average annual Arizona State Operated Prison compliance audit percent score (Annual audit Instrument was substantially revised in FY2011.)	93.85	94.00	95.00

Explanation: (FY2011 percent score average is based on inspections at ASPC-Eyman, ASPC-Lewis, ASPC-Tucson, and ASPC-Yuma)

<b>Performance Measures</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Estimate</b>	<b>FY 2013 Estimate</b>
Average annual core competency test score for correctional series staff	86.58	88.00	90.00
Average annual core competency test score for non-correctional series staff	83.00	85.00	87.00

**DCA 1.3 Subprogram Summary**  
**INMATE EDUCATION, TREATMENT, AND WORK PROGRAMS**  
 Laura Krause, Division Director  
 Support Services (602) 364-3234  
 A.R.S. § 41-1604, 1604.02, 41-1623

**Mission:**

*To require inmate participation in self improvement programming opportunities and services including work, education, substance abuse treatment, sex offender treatment, and spiritual access designed to prepare inmates to be responsible citizens upon release.*

**2011 - 2013 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS**

**Description:**

This subprogram establishes structured access to work, education, substance abuse treatment, sex offender treatment, and spiritual services to improve the offender's successful reintegration into the community in accordance with Department goals, mandates, and statutes.

- ◆ **Goal 1** To maximize inmate participation in Department programming opportunities

<b>Performance Measures</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Estimate</b>	<b>FY 2013 Estimate</b>
Percent of all eligible inmates participating in appropriate work, education and treatment assignments	69.30	75.00	75.00
Number of inmate hours worked through the Work Incentive Pay Plan	26.1M	27.9M	29.9M
Number of hours provided to communities by inmates per established IGAs or work contracts	2.5M	2.6M	2.6M

- ◆ **Goal 2** To expand work opportunities for inmates through Arizona Correctional Industries (ACI)

<b>Performance Measures</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Estimate</b>	<b>FY 2013 Estimate</b>
Number of ACI inmate hours worked	3.5M	4.1M	4.5M
Dollar amount deducted from ACI inmates wages being deposited directly in the State General Fund	3.0M	3.2M	3.6M

- ◆ **Goal 3** To provide education programs and services, including functional literacy, special education, GED, and jobs training to all eligible and assessed inmates

<b>Performance Measures</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Estimate</b>	<b>FY 2013 Estimate</b>
Number of inmates achieving grade eight proficiency	5,400	5,400	5,500
Number of inmates achieving the General Equivalency Diploma (GED)	1,948	2,250	2,500
Number of Career and Technical Education certificates earned	3,683	3,050	3,250
Number of inmates receiving special education services	372	380	380
Percent of special education inmates receiving special education services	100	100	100

- ◆ **Goal 4** To provide assessment and treatment services to eligible inmates

<b>Performance Measures</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Estimate</b>	<b>FY 2013 Estimate</b>
Number of eligible inmates completing substance abuse treatment	2,302	2,400	2,500
Number of eligible inmates completing sex offender treatment	179	150	150

- ◆ **Goal 5** To ensure spiritual services are available to inmates

<b>Performance Measures</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Estimate</b>	<b>FY 2013 Estimate</b>
Number of inmates involved in spiritual services	12,843	14,750	15,250
Number of volunteer spiritual service hours provided	42,096	43,000	44,000

DCA 1.4

**Subprogram Summary**

HEALTH CARE

Dr. Michael Adu-Tutu, Division Director  
Health Services (602) 364-2900  
A.R.S. § 31-201.01, 41-1604

**Mission:**

*To provide cost-effective constitutionally mandated correctional health care.*

**Description:**

This subprogram provides medical, dental, mental health, nursing, and pharmaceutical services through licensed corrections staff and contracts with community hospitals and specialists.

- ◆ **Goal 1** To provide medically necessary medical care, dental care and mental health care to inmates

<b>Performance Measures</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Estimate</b>	<b>FY 2013 Estimate</b>
Percent of inmates requiring ongoing mental health services admitted for psychiatric hospital care	2.78	2.78	2.78
Number of formal inmate health grievances per 1000 inmates per annual average daily population	23.74	23.25	22.80
Percent of ADC state prison complexes accredited by the National Commission on Correctional Health care (NCCHC)	90.00	90.00	100.00

- ◆ **Goal 2** To contain health care costs

<b>Performance Measures</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Estimate</b>	<b>FY 2013 Estimate</b>
Number of inmates hospitalized	2,177	2,200	2,400
Explanation: (New measure added in FY2011)			
Average length of stay for in-patient hospital care in days	5.49	5.50	5.50
Average cost per inmate for health care (Cost Per Inmate Calculations are estimates until the 1-Year Administrative Adjustment period is complete. This occurs one year after the end of the Fiscal Year.)	3,258.00	TBD	TBD

DCA 1.5

**Subprogram Summary**

PRIVATE PRISONS

Robert Patton, Division Director  
Offender Operations (602) 542-3894  
A.R.S. § 41-1604, 1604-02

**Mission:**

*To develop private prison contracts and provide oversight to monitor their safe, secure and cost-effective operation, while imprisoning inmates according to the Department's mission.*

**Description:**

This subprogram manages all aspects of private prison contracts including initial research and development, proposal evaluation, contract negotiations, and contract maintenance functions. This subprogram works with private prison firms and Arizona county jails as necessary to ensure comparable confinement and program services are provided to all Arizona state inmates regardless of location. Oversight of private prisons in Arizona and other jurisdictions and in-state county jail contracts are provided by Department staff who monitor facility operations, inmate management, inmate services, clearance of contractor personnel, and payment of fees consistent with the terms outlined in individual facility and service contracts.

- ◆ **Goal 1** To systematically and effectively monitor private prison operations

**2011 - 2013 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS**

<b>Performance Measures</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Estimate</b>	<b>FY 2013 Estimate</b>
Average annual Contracted Private Prison compliance audit percent score (Annual audit Instrument was substantially revised in FY2011.)	93.40	94.00	95.00

Explanation: (FY2011 percent score average is based on inspection at ASP-Marana only, the balance of inspections will be conducted by the end of CY 2011.)

<b>DCA 1.6</b>	<b>Subprogram Summary</b>
<b>PRISON MANAGEMENT AND SUPPORT</b>	
Robert Patton, Division Director	
Offender Operations (602) 542-3894	
A.R.S. § 41-1604	

**Mission:**

*To provide leadership and direction in the administration and operations of all prisons to ensure inmate accountability and staff safety.*

**Description:**

This subprogram oversees prison operations, Regional Operations Directors, and Wardens and their immediate staff; administers prison budgets and staffing/safety programs; manages prison activation; and directs centralized operational systems and services. This subprogram includes fiscal management, fleet management, fire and safety, food service, warehouse, and maintenance. This subprogram is also responsible for inmate classification, protective segregation, time computation and records, legal access, and family assistance services.

- ◆ **Goal 1** To manage inmate population growth and the allocation of physical and fiscal resources

<b>Performance Measures</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Estimate</b>	<b>FY 2013 Estimate</b>
Average daily inmate population	40,226	TBD	TBD
Average daily bed deficit	2,621	TBD	TBD

<b>DCA 2.0</b>	<b>Program Summary</b>
<b>COMMUNITY CORRECTIONS</b>	
Robert Patton, Division Director	
Offender Operations (602) 542-3894	
A.R.S. § 41-1604	

**Mission:**

*To maintain effective community supervision of offenders, facilitate their successful transition from prison to the community and return offenders to prison when necessary to protect the public.*

**Description:**

This program is charged with supervising offenders on community supervision and identifying and returning to prison offenders who violate conditions of supervision and represent a serious threat to public safety. The program refers to law enforcement and prosecutorial agencies sex offenders subject to registration, community notification and sexually violent person laws; coordinates sex offender registration prior to release; assists in the apprehension, extradition and transportation of fugitives; completes due process on all offenders returned to custody; represents the Department at revocation hearings conducted by the Board of Executive Clemency; conducts administrative hearings; provides criminal history information to authorized criminal justice agencies; manages the implementation of the Interstate Compact for the Supervision of Adult Inmates and Offenders (parolees); collaborates with state and community agencies; and interacts with individual victims and victim associations.

- ◆ **Goal 1** To effectively manage offenders' conditions of supervision

<b>Performance Measures</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Estimate</b>	<b>FY 2013 Estimate</b>
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<b>Performance Measures</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Estimate</b>	<b>FY 2013 Estimate</b>
Percent of offenders on community supervision returned to prison for technical violations	12.00	11.00	11.00

- ◆ **Goal 2** To apply meaningful incentives and sanctions to encourage civil behavior

<b>Performance Measures</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Estimate</b>	<b>FY 2013 Estimate</b>
Percent of offenders on community supervision returned to prison for a new crime	1.00	1.00	1.00

- ◆ **Goal 3** To effectively monitor and track all offenders on community supervision

<b>Performance Measures</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Estimate</b>	<b>FY 2013 Estimate</b>
Percent of offenders on community supervision returned to prison for absconding	4.00	4.00	3.00

<b>DCA 3.0</b>	<b>Program Summary</b>
<b>ADMINISTRATION</b>	
Charles L. Ryan, Director	
Department of Corrections (602) 545-5225	
A.R.S. § 41-1602, 41-1604	

**Mission:**

*To provide leadership, direction, resource management, and support for Department employees to enable the Department to serve and protect the people of the State of Arizona and to provide comprehensive victim services and victim-focused restorative justice programs that hold offenders accountable.*

**Description:**

This program determines current policy and future direction of the Department through the following functional areas, legal services, legislative affairs, public and internal communications, constituent services, victims services, policy promulgation, human services, employee relations, equal opportunity, employee grievances and disciplinary actions, training and employee development, budgeting, planning, research, engineering and physical plant services, financial and procurement services, and information technology services.

- ◆ **Goal 1** To recruit, retain, recognize, and develop staff

<b>Performance Measures</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Estimate</b>	<b>FY 2013 Estimate</b>
Number of employee formal grievances	211	200	190
Percent of employee grievances upheld and/or modified in favor of the employee	40.00	35.00	35.00
Annual Correctional Officer II vacancy rate percentage	3.80	2.50	3.50
Annual Correctional Officer II turnover rate percentage	9.90	10.00	10.00
Annual employee turnover rate percentage (excluding Correctional Officer IIs)	10.70	10.00	10.00
Percent of staff completing mandatory training	93.48	94.00	96.00
Number of executives and managers participating in professional development courses	80	88	90

- ◆ **Goal 2** To maintain and/or enhance current and future information technology applications, communications and network needs by providing the optimal support to computer users

**2011 - 2013 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS**

<b>Performance Measures</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Estimate</b>	<b>FY 2013 Estimate</b>
Percent of network uptime	97.30	98.00	98.00
Customer satisfaction survey rating of 3.5 or above for IT Applications/Data Management Unit on a scale of 1 to 5	4.86	4.90	4.90
Percent of IT help desk calls resolved in a timely manner	96.00	97.00	98.00
Explanation:	(New FY 2011 Performance Measure)		

◆ **Goal 3** To provide a standard process for receiving, reviewing and responding to public concerns regarding inmate related issues

<b>Performance Measures</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Estimate</b>	<b>FY 2013 Estimate</b>
Number of service contacts provided to inmate families and friends.	24,971	25,500	26,000

◆ **Goal 4** To effectively provide crime victims with information on inmate incarceration and release, affect change within the inmate population through various restorative justice methods of education and provide service to the community

<b>Performance Measures</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Estimate</b>	<b>FY 2013 Estimate</b>
Number of crime victim Notifications of Release sent	5,468	5,400	5,400
Number of service contacts provided to crime victims (all crimes)	8,545	9,050	9,550
Explanation:	(New FY 2010 Performance Measure)		
Dollar amount of court-ordered restitution collected from inmates	1.6M	1.7M	1.7M
Average dollar amount of court-ordered restitution paid per inmate required to pay court-ordered restitution	201.19	205.00	205.00