

ANNUAL REPORT FISCAL YEAR 2003



ADC Protecting Arizona

**DORA B. SCHIRO
DIRECTOR**

Arizona Department of Corrections



JANET NAPOLITANO
GOVERNOR

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PHOENIX, ARIZONA 85007
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DORA B. SCHIRO
DIRECTOR

The Honorable Janet Napolitano
Governor of Arizona
State Capitol
1700 West Washington
Phoenix, AZ 85007

Dear Governor Napolitano:

The Arizona Department of Corrections Fiscal Year 2003 Annual Report is respectfully submitted. This year's outcomes will show measurable improvement across the board.

Cordially,


Dora Schiro

ADC EXECUTIVE STAFF AND ORGANIZATION

DORA SCHRIRO DIRECTOR

Dora B. Schriro was appointed Director in July, 2003 by Governor Janet Napolitano. The first woman named Director, Dr. Schriro has more than 30 years experience in corrections. Immediately prior to her appointment as ADC Director, she served as the Commissioner of the St. Louis Missouri City Division of Corrections. Dr. Schriro also served as Director of the Missouri Department of Corrections, and as Assistant Commissioner in the New York City Department of Corrections.

Director Schriro holds a law degree from St. Louis University, a doctorate from Columbia University, a master's degree from the University of Massachusetts-Boston, and a bachelor of arts (cum laude) from Northeastern University.



The Director fulfills her duties with the support of:

Director's Office Support Staff - project tracking and control; special projects for the Director; administrative support for Executive Staff. Assists and maintains lines of communication with international, national, and state agencies concerning law enforcement issues. Maintains administrative files and data for the Director and her Executive Staff.

Office of Strategic Planning and Budgeting - budget development and control; strategic planning, facilitation and analysis; strategic bed planning; total quality management; position control management; grant management; the Annual Per Capita Reports; budget planning liaison with the legislature, Governor and other public and private entities.

The Deputy Directors of Administration, Health Services and Prison Operations and the **Chief of Staff**

ADC EXECUTIVE STAFF AND ORGANIZATION

Health Services

Medical - inmate medical provider services, investigations

Mental Health - inmate program planning and development, direction of licensed psychiatric facilities

Dental - guidance to dental staff, dental treatment of inmates

Pharmacy - inmate pharmacy services, information on drug use, prescriptions, medications

Nursing - nursing services to inmates, education, training of nursing staff

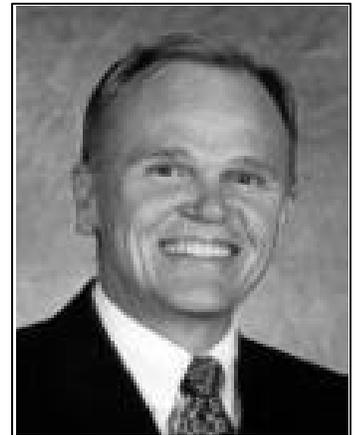
Occupational Health - employee health and wellness program services, health information resource, case management for return-to-work program

Professional Resources - health care accreditation, inmate health education and prevention programs, professional publications and presentations

Telemedicine - electronic provision of medical services to remote populations; videoconferencing, continuing medical education

Administrative - medical records, personnel issues, information technology

Correctional Public Health - control epidemiologically and medically communicable diseases, community transitional healthcare



Dr. Robert Jones
Deputy Director

Administration

Policy - current and future policy direction of the agency

Fiscal, Administrative, Technical - support services relating to the overall Department, employees and inmates

Issue-Tracking - current issues challenging the Department

Community Supervision - statewide oversight of released offenders under supervision, completion of due process, fugitive services, sexual predator referral, community notification

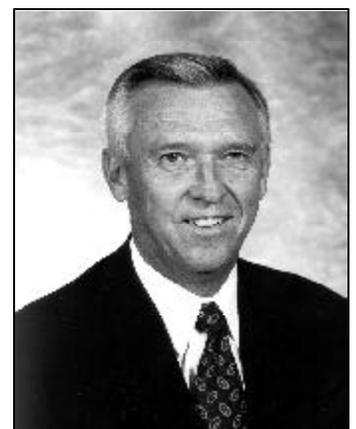
Technology Management - serves the technological needs of the Department

Human Resources - recruitment, staffing, personnel and other human resource issues

Information Technology Services - data processing and computer systems, local and wide area networks, automation standards, voice and video applications

Radio Communications - Department-wide two-way radio communications with prisons

Divisions - Administrative Services, Community Corrections, Human Resources/Development, Information Technology



Richard Carlson
Deputy Director

ADC EXECUTIVE STAFF AND ORGANIZATION



Charles L. Ryan
Deputy Director

Prison Operations

State and Private Prison - operational oversight of 10 prison complexes and 3 private prisons

Private Prison Contracts - operational and contract oversight

Security Operations - incident management system (IMS), executions, protective segregation, escapes, security threat groups, prison staffing allocation and studies, canine drug detection and search teams

Program Operations - inmate work programs, religious programs, family assistance, inmate education, female inmate issues, substance abuse programs

Offender Services - inmate master records, victim notification, public information on inmates, inmate classification and movement, Interstate Corrections Compact, time computation, extradition of parole violators and absconders, release of inmates to foreign countries under treaty agreement, fiscal services operations

Divisions - Programs and Services and Arizona Correctional Industries (ACI)

Director's Office Support Staff and Inspections and Investigations

Legal Services - general counsel, liability and legal issues, discovery, inmate legal assistance program, legal review of written directives, inmate grievance program, inmate disciplinary appeals, review of legal settlement proposals

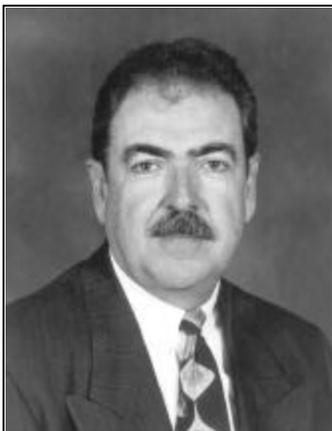
Media and Public Relations - internal and external communications; newsletter; media liaison; employee-related programs, projects, promotions; community service projects; ADC Internet web site

Intergovernmental Liaison - agency liaison with the 15 sheriffs in the law enforcement community, administration of the Arizona Criminal Justice Enhancement Funds in the form of monthly check transfers to county sheriffs

Equal Employment Opportunity - technical assistance on discrimination matters and the employee grievance program; investigation of discrimination allegations; liaison training; and responses to charges filed with regulatory agencies

ADC Ombudsman's Office, liaison with Governor's Office of Constituent Services and State Ombudsman

Inspections and Investigations Division: Inspections and Standards- general and special inspections of ADC operations and prison management; administrative investigations supported by polygraph examinations; **Special Services** - investigations requiring special expertise; background investigations; department communications; central office security; security threat group assessment and coordination with other agencies; protective segregation investigations and monitoring; and protective services for threatened employees



Gary Phelps
Chief of Staff

ADC EXECUTIVE STAFF AND ORGANIZATION

NORTHERN REGION



Acting- Bennie Rollins
Regional Operations Director

SOUTHERN REGION



Meg Savage
Regional Operations Director

Northern Regional Complexes

- ◆ ASPC - Eyman
- ◆ ASPC - Florence
- ◆ ASPC - Perryville
- ◆ ASPC - Phoenix
- ◆ ASPC - Winslow

Southern Regional Complexes

- ◆ ASPC - Douglas
- ◆ ASPC - Lewis
- ◆ ASPC - Safford
- ◆ ASPC - Tucson
- ◆ ASPC - Yuma



James Taylor
Regional Health Administrator



Ted Jolley
Regional Health Administrator

ADC EXECUTIVE STAFF AND ORGANIZATION

ADMINISTRATION DIVISIONS



Michael J. Smarik
Assistant Director

Administrative Services

Facility Activation - capital renewal budget, prison construction, prison renovation, building inventory

Financial Services Bureau - payroll, accounting, contracts administration, purchasing, equipment inventory, inmate accounts, fleet management

Safety and Environmental Services - risk management, safety and environmental assessments, regulatory compliance

Tenant Services - space planning for five Central Office locations; office renovation and remodeling; janitorial and maintenance services; mail delivery

Community Corrections

Community Supervision - supervision of released offenders reporting to 20 offices statewide, pre-placement investigations, referral to community services, assurance of due process to parole violators, home arrest program

Criminal Justice Support - assistance to the courts; to local, state and national law enforcement, correctional and detention agencies in the following areas:

Fugitive Services - revocation process and hearings; arrest warrants and return of released prisoners to custody when they violate terms of release; related extradition transportation and jail housing

Community Sex Offender Notification - identification and profile of sex offenders being released from prison; preparation of notifications; collaboration with local law enforcement agencies on notification process; and screening and referral of violent sexual predators

Interstate Compact - coordination of parole transfers between Arizona and other states, central repository for information and investigation requests for these cases



Nancy Hughes
Assistant Director

Human Resources/Development

Personnel Services - recruitment of COs and other staff; pre-employment and promotional testing; personnel classification and compensation; employee benefits; employee records; employee relations; employee awards; CORP; liaison with unions; employee corrective discipline program; drug-free workplace; and employee higher education assistance

Correctional Officer Training - COTA, pre-service and continuing education for COs and other staff

Staff Development and Training - identification of training needs, training programs development, training classes, video training, informational productions

Policy and Research - department policies, major research projects and surveys, prison population projections, monitoring inmate population and prison capacity, the Annual Report, travel reduction programs, forms development, records retention.



Ron Zuniga
Assistant Director

ADC EXECUTIVE STAFF AND ORGANIZATION

PRISON OPERATIONS DIVISIONS

Programs and Services

Administrative Oversight of Institutional Based Programs

Inmate Substance Abuse Programs - substance abuse services, development and guidelines for inmate drug testing, addictions training, staff training

Education Programs - inmate educational programs, special education and library services

Pastoral Services - coordination and approval of religious contact activities, coordination of religious volunteers, prepares responses on religious issues

Female Inmate Programs - female inmate issues and programs, Constitutional Rights of Institutionalized Persons Act (CRIPA) activities and female inmate legal issues

Specialized Programs/Work Programs - assist inmate families with problems, provide information to family visitors and support, oversight of Work Incentive Payment Plan (WIPP), vocational training and community betterment programs



Dr. Robert Olding
Assistant Director



John Spearman
Assistant Director

Arizona Correctional Industries

Finance and Accounting - accounting; information technology; purchasing; cost and inventory control; warehouse operations; risk management; financial planning, budgeting and reporting; and transportation

Marketing and Sales - sales, marketing and customer service

Operations - enterprise and factory operations; manufacturing development; product development; facilities planning and development; and engineering

Business Development - new enterprise development; private sector partnerships and joint ventures; intergovernmental agreements; and contract compliance

Administrative Services - provides support for all division administrative functions including: strategic planning; personnel; legal affairs; and public information

Homeland Security: ADC Protecting Arizona

During Fiscal 2003, ADC's strategic and operational emphases were in direct alignment with Governor Napolitano's Five Priorities as outlined in her State of the State address in January. The Department's performance criteria in the following areas were typical of this alignment:

Priority 1 - Support Education

- Average Grade Level Gains
- Inmates Achieving the Eighth Grade Level
- General Equivalency Diploma Enrollments and Completions
- Vocational Enrollments and Completions

Priority 2 - Building the New Arizona Economy

- LAN/WAN Connectivity
- Technology Equipment Replaced
- Arizona Correctional Industries (ACI) Provides Jobs
- ACI Provides Inmates with Meaningful Training
- ACI is a Major Contributor to the State's Economy

Priority 3 - Ensure Homeland Security

- Preventing Escapes from Prisons
- Monitoring the Activities of Suspected and Validated Gang Members

Priority 4 - Protect Arizona's Children and Seniors

- Potential Sexual Offenders Identified
- Close Monitoring of Offenders Under Supervision

Priority 5 - Preserve Our Land and Protect Our Water

- Inmates Participating in Labor-Intensive Task to Improve the Environment
- Inmates Working under Inter-Governmental Agreements and Other Contractual Arrangements Performing Clean-up and Environment Enhancing Jobs

During FY 2003, the Department received \$100,000 in funding from the Office for Domestic Preparedness (ODP) to enhance homeland security in the event of a terrorist attack within our State. The award of \$100,000 in grant funds is targeted to be used to purchase radios, batteries



and chargers for the complexes and for some of the central office units. This radio equipment enables the Department to communicate with other Arizona law enforcement and fire departments in cases of emergencies. Funding availability is anticipated for at least the next five years with a potential of more than \$1,000,000.

Since September 11, the prevention of terrorism has become a top priority at the federal level, culminating in the establishment of the new Department of Homeland Security. It is empowered with acting as the single point of contact for state and local officials in addressing their emergency response needs.

ADC prepared a vulnerability assessment of its domestic preparedness and a three-year strategy plan. Future funding will enable ADC to purchase an array of specialized equipment, including personal protective equipment; chemical, biological or radiological detection and decontamination equipment; communication equipment; physical security enhancement equipment; weapons of mass destruction rescue equipment; general support equipment and medical supplies and limited types of pharmaceuticals.

Homeland Security: ADC Protecting Arizona

ODP also provides training, technical assistance and conducts weapons of mass destruction response activities. The Arizona Department of Emergency Management (ADEM) has been designated as the administrating agency for the State of Arizona. ADEM is conducting an assessment of the risk to local communities from terrorist use of Weapons of Mass Destruction (WMD). The risk assessment and strategy development will form the basis for a statewide strategy plan to address each jurisdiction's vulnerability. The risk assessments and strategy plans will be used to plan and conduct efforts beforehand. As part of the strategy development process, ADC has assembled a Total Quality Management (TQM) Committee consisting of management staff from all Divisions within ADC. The committee has been tasked with reviewing and updating ADC's vulnerability assessment and the development of a current emergency response plan.

ADC, in its collaboration with federal, state, and local jurisdictions, is playing a vital role as first responder to WMD.

ADC SUPPORTS HOMELAND SECURITY WITH MORE THAN SIMPLE WORDS.

As military operations got underway in Iraq during the spring, more than 130 ADC employees left their posts to serve our nation as members of the U.S. National Guard or Reserves. ADC employees representing all complexes were deployed to the Middle East or were called to duty to assist in homeland security and operations.

To show support for the ADC employees who were called to service, ceremonies were held at various complexes around the State. Although the employees were sorely missed and even more so in a time of severe staff shortages, ADC staff turned out in large numbers to honor those who so willingly and proudly serve and protect.

In the past, if an employee at a prison complex opened an envelope and white powder spilled out, the mess might simply have been cleaned up and the matter probably would have been investigated by prison intelligence as a random act by someone wanting to cause disruption.

But that was before September 11, 2001.

In today's post 9-11 world, incidents like suspicious mail, bomb scares and threats of food contamination may go as far as being considered domestic terrorism, a coordinated effort using violence and intimidation to create harm or fear among the public.

Special Investigations Manager Nolan Thompson was named Homeland Security Coordinator, and took the responsibility for coordinating activities and information related to Arizona's homeland security. In this position, Mr. Thompson will raise awareness and increase communication among ADC employees on homeland security issues.

ADC's domestic preparedness plan is not only a response to terrorism within Department prisons and buildings, but increases the agency's capability of responding to any crisis in Arizona.

During the next Fiscal Year a group of Department administrators will participate in a functional exercise that will be designed to allow management the opportunity to respond to a simulated critical incident that will occur within the community and will affect ADC's normal operation.



SAFETY AND SECURITY

Goal 1: To maintain effective custody and control over inmates in an environment that is safe and secure.

Although FY 2003 was again a time of fiscal challenge amid shortfalls and budgetary constraints, ADC carried out its mission to provide the people of Arizona with the security and protection of a well-run correctional system. Each section, unit, and complex helped to make the year one of progress.

WILDLAND FIRE CREWS

ASPC-Winslow plays an important role in the Wildland Fire Crew program. The Winslow Complex has one Sergeant and two Correctional Officers assigned to supervise a 20 inmate crew, from the Coronado Unit, who has been trained in Wildland Fire Fighting. In 2003, the Wild Land Fire Crew responded and assisted in handling 14 fires. Using ADC fire crews, saved taxpayers over \$129,000.

When the crew is not fighting fires, they work full time in conjunction with the State Land Department on thinning projects that reduce the threat of fighting fires in Northern Arizona. State Land Department officials have been very complimentary regarding the Wildand Fire Crew's excellent fire fighting abilities and the significant benefits that are accomplished by the crew's fire prevention work. This program truly benefits the citizens of the State of Arizona through it's fire fighting and fire prevention activities.

BRUSH ABATEMENT CREW

In 2003, the ASPC-Winslow Complex started a special brush cleaning/clearing crew which consists of two Correctional Officers and twenty inmates from the Coronado Unit. This crew was developed due to a request from Governor Napolitano to assist in reducing the fire threat in the Pine/Strawberry area. The crew began on July 2, 2003. The project was given guidance by Paul Cole the local Fire Chief from the Pine/Strawberry area. Chief Cole identified critical areas that needed to be cleaned by the brush crew to reduce the threat of fire in that area. This work crew has proved to be hard working and productive. Approximately six acres were cleared by this crew, with an approximate savings to the taxpayers of \$18,195.

ASPC-Tucson also had an opportunity to assist the incident

command in charge of clean up operations from the Mt. Lemmon fire. The Tucson Complex was requested to help fill a significant number of sand bags to protect against potential mudslides. A grand total of 32,000 bags had been filled to date.



The State Land Department has requested that we expand the current inter-agency agreement by establishing two brush crews from ASPC-Tucson. The crews will eventually graduate to Wild Land Fire Crews following completion of the required training.

ADC and ASPC-Douglas also have contracts with the US Forest Service and the Bureau of Land Management to provide a 12 man inmate crew. The inmates have been conducting brush abatement along the San Pedro River, the Huachuca and Chiricahua Mountains this year. The Wild Land Fire Crew consists of three officers and twenty inmates. In the past year they have responded to the following fires:

- 05/15/03 Redington
- 05/16/03 Red Rock
- 05/28/03 Cimarron
- 05/31/03 Colorado
- 06/18/03 Aspen
- 06/29/03 Riggs

SAFETY AND SECURITY

During FY 2003, ASPC-Yuma began the process of creating its own Wildland Fire Crew. Among the feasible uses that were considered, was the possibility of employing that crew in bush abatement with the State Land Department.

HABITAT FOR HUMANITY

In FY 2003, ASPC-Tucson enhanced the inmate labor resources to include a crew for site built homes. Additionally, Habitat for Humanity entered into a contract to compensate ADC for the staff supervision of an additional crew.

LEWIS OPENS NEW UNIT

ASPC-Lewis activated Rast Unit on May 11, 2003. The activation of 350 Level 2 beds was a major event for the entire complex and impacted the entire agency by providing much needed relief from the bed space crisis.

The opening of Rast had a tremendous effect on the complex because after sitting idle for almost three years the unit had to prepare to house inmates in only two weeks. This was accomplished with assistance from maintenance, food service, warehouse, personnel, medical, and administrative staff from other units within the complex.

FLORENCE CANINE UNIT HELPS CAPTURE SUSPECT

In December, the ASPC- Florence canine unit was called to assist the Pinal County Sheriff's Office in a search for a homicide suspect who had bailed out of his vehicle and had shot at sheriff's deputies after a long, high-speed vehicle chase.

During the third day of the manhunt, the homicide suspect was observed attempting to carjack a vehicle on State Route 60 near Florence, Arizona. A combined force of Police and Correctional Officers along with Woody, a trailing hound, were close to the scene and responded to the call. The ADC hound team trailed the suspect for more than five miles.

Woody led the arrest team to the suspect. Who was found completely concealed in thick vegetation.

The suspect, armed with a semiautomatic MAC 10, was taken into custody by the Coolidge Police Department.

DOUGLAS MARICOPA UNIT BEGINS TENTS PROJECT

The Maricopa Unit tents were approved for construction on April 17, 2003. The tent unit anticipated completion for inmate occupation by July 30, 2003. The approximate cost of rebuilding the tents will be \$116,000 dollars.



Yuma Heads up Pilot Project

In FY 2003, ASPC-Yuma began piloting a program at the Level 4, Dakota Unit to optimize program participation by Level 4 inmates. For example, providing a sack lunch to level 4 inmates is a way in which staff and other assets have been freed up. This resulted in dramatic increases in program participation and available program offerings for our Level 4 inmates. The pilot is currently under review for approval as a permanent operational practice at the Dakota Unit. It may also have application for other custody levels.

STAFF SAFETY ISSUES EXPLORED IN DEPTH

Historically, ADC made staff safety concerns a major priority. In FY 2003, even greater emphasis was placed on the issue as more effort was made in looking at the longer-term patterns in this area.



As inmate populations in adult institutions have continued to grow, violent assaults on staff have also increased proportionately. Police and correctional managers are identifying methods of preventing staff assaults, and recognizing the nature of assaults is important. An FBI study identified operational procedures and training issues that can improve police officer safety. The FBI identified the relevant topics of such things as facing a drawn gun, traffic stops, approaches to motor vehicles, officer frame of mind, attentiveness to surroundings, searches, and first aid. Many of these procedures and training issues can be applied to improving safety for correctional staff as well.

The same FBI researchers have described ways to prevent staff from becoming victims of fatal assault. The FBI reports that from 1990 to 1999, 75 percent of officer casualties occurred within a 10-foot radius of the offender, in what is called “the killing zone.” Officers are cautioned to be wary of placing themselves in this hazardous zone where fatalities occur. This same “zone” applies to correctional staff as well as many of the other positive, in-depth recommendations for police. ADC training at COTA includes subjects in many of the same critical issues that

FBI researchers identified, including: formulating action plans developed from practical and realistic training situations faced by correctional staff, rather than simply reacting to offender behavior.

There are contact procedures in place that include: responses when encountering individual or multiple offenders, outdoor/indoor settings, escape/evasion routes, and delaying contact until staff support is available.

Incarceration alone contributes to staff assaults, but so does gang membership, younger, more violent inmates, increased lack of respect for authority, use of drugs/other intoxicants, the recent death of a family member, or threats and intimidation from inmates. Paying close attention to events and environment is a useful warning system.

Inmate assaultive behavior cannot be accepted as part of the job. Successful curbing of assaults in the inherently dangerous prison setting can be achieved through regular and realistic training at the academy and in-service training. “What if” scenarios for correctional staff offer a number of practical solutions. Law enforcement professionals have learned this lesson well. Training in personal safety, awareness and observation, the benefits of physical conditioning, and resolving personal or job stress are critical. Identifying, monitoring and controlling security threat groups - prison gangs - is one of the most effective security plans for preventing assaults on staff. The safety of correctional staff while supervising inmates is not an option. Rather, it is now a requirement.



SAFETY AND SECURITY

PRIVATIZATION BUREAU

ADC currently contracts with two private prison companies: the Correctional Services Corporation (CSC) and the Management & Training Corporation (MTC). CSC owns and operates the Arizona State Prison (ASP) Florence West and ASP - Phoenix West. They also operate the Newton County Correctional Center located in Newton, Texas. MTC owns and operates the Marana Community Correctional Treatment Facility (MCCTF).



1,400 PRIVATE DUI BEDS

Management & Training Corporation (MTC) is the successful contractor for the 1400 adult male, Driving While Under the Influence (DUI), Levels Two and Three. The “Offer and Acceptance” was executed on May 9, 2003. The 1400 DUI facility is located in Kingman. The developer of the correctional project is Mohave Correctional Properties, LLC (MCP), a subsidiary of Dominion Correctional Properties of Edmond, Oklahoma. This contract is pending on the issuance of a “Notice to Proceed” by ADC.

COCONINO COUNTY JAIL BEDS

A new agreement between ADC and Coconino County Jail for another year to house up to eighty-eight adult male inmates in the Coconino County Jail was executed.

ADDITIONAL PRIVATE BEDS

The existing contract between ADC and Newton County Correctional Facility to house 624 adult male inmates, was extended for Fiscal Year 2004.

Private Prison	Activation Date	Initial Contract Term	Inmate Type	Capacity	Per Diem Rate
MCCTF (Marana)	10/07/1994	10/06/2000	Substance Abuse and General Population (GP)	450	\$43.54
		10/06/2010	Temporary Substance Abuse	50	\$22.30
ASP-PW (Phoenix West)	04/11/1996	07/25/2002	DUI	400	\$43.77
	07/25/2002	07/25/2012	Temporary DUI	50	\$29.99
ASP-FW (Florence West)	10/01/1997	10/29/2002	DUI	400	\$40.55
	10/24/2002	10/29/2012	RTC (Return to Custody)	200	\$39.95
			Temporary DUI & RTC	150	\$24.13
Coconino Jail	8/29/2002	06/11/2003	Temporary General Population	88	\$49.44
Newton County Facility (CSC)	12/03/2002	06/30/2003	Temporary General Population & Foreign National	624	\$38.25

GOAL 2: To provide programming opportunities and services for inmates including work, education, substance abuse and spiritual access.

ACI BENEFITS EVERYONE

Many inmates enter prison lacking the basic job skills and work habits necessary for success. Through its diverse operations and programs, ACI provides inmates with the chance to learn marketable job skills, to develop a sound work ethic, and to experience self-confidence and pride in their work. By providing a work environment similar to that which is found in free society, ACI work programs offer inmates the opportunity to acquire the knowledge and behavior necessary to return to the community as law-abiding and productive citizens. Inmates accumulate mandatory savings from their wages to further assist them with their transition back into society.



Prison industries work programs also assist prison administrators in the day-to-day management of the institutions. Because ACI positions are the most desirable and highly sought after jobs within the prison system, assignment to an ACI job is perceived as a privilege that inmates must earn and maintain. These jobs serve as a major incentive for inmates to comply with institutional rules.

Because ACI is a fiscally self-sufficient division of ADC, it operates without any financial support from the taxpayers of Arizona, operating entirely on revenues generated by its businesses and related activities. Additionally, ACI provides for substantial contribution from inmate wages to be used for such purposes as taxes, restitution, dependent financ-

ial assistance, special inmate programs, and mandatory savings.

During FY 2003, ACI employed an average of 1,524 inmates in more than 40 different ACI operations and activities throughout the state. Wages earned by ACI inmates are subject to a variety of mandatory deductions and withholdings, depending upon the specific kind of work program and the amount of wages earned. For example, a number of ACI inmates must pay all federal and state taxes; forfeit 30 percent of their wages to offset the cost of incarceration; pay victim compensation or restitution; provide financial assistance to their dependents; assist in paying the expense of special inmate programs; and contribute to inmate savings accounts.

During FY 2003, ACI inmates earned more than \$5,000,000 from which \$1,492,076 was collected and distributed.

Gross FY 2003, revenues for ACI operations totaled approximately \$19,000,000 and produced approximately \$1,000,000 in net income. In addition to maintaining debt-free operations, ACI operations also contributed directly and indirectly to the economy of Arizona through expenditures for materials, supplies and outside services totaling nearly \$14,600,000. Staff salaries alone amounted to \$4,000,000 in demand for goods and services. ACI expenditures also resulted in the additional indirect economic impact including the creation of 351 new jobs and a corresponding demand of \$16,400,000 for additional goods and services.



INMATE PROGRAMS

Study Shows ACI Works

ACI INMATES ARE LESS LIKELY TO RETURN TO PRISON THAN OTHER INMATES, SAVING TAXPAYERS MILLIONS OF DOLLARS

ACI employees have always held a strong belief that ACI work programs have a positive influence on inmates' lives in the present and the future. Now there is statistical proof that ACI programs really do make a difference. In a major recidivism study completed by the Department's researchers, it was reported that inmates who participate in ACI work programs during their incarceration are much less likely to return to prison. The study followed 16,134 inmates released from ADC between 1994 and 1995 for eight years. From the sample, researchers discovered only 34.5 percent of ACI inmates returned to prison, while 55.2 percent of inmates who had not participated in ACI work programs came back.



ACI INMATES LOWER RISK

Some might argue because ACI inmates often work outside the institution they are a lower risk. True, inmates who work beyond prison walls are minimum security, but they only make up one segment of ACI's inmate participants.

Many ACI owned-and-operated enterprises utilize inmates with higher security levels, such as the Metal Fabrication

Yard, Bedding Division, License Plate Factory, and the Motor Vehicle Division Call Center, BoMax Inc. and Solar Industries.

In fact, researchers applied a "recidivism risk profile" to the group to account for other risk-related factors, such as gender, ethnicity, and age. The research indicated ACI inmates in the study were even at a slightly higher risk. That doesn't mean ACI inmates are worse – only that the sample of ACI inmates studied contained a few more inmates with a higher risk factor compared with those found in the general population.

RISK FACTORS

ADC maintains thousands of inmate records, and from those files, researchers collect and document information in a database on numerous inmate characteristics. Eventually patterns emerge – for example, inmates with a prior commitment history have a higher chance of coming back, therefore they have a higher "risk factor."

Using "risk factors" established over years of examining inmate releases and recommitments, researchers can make statistical assumptions on an individual, or group of inmates, about the probability or likelihood of them returning to prison.

When released ACI inmates were compared with other released inmates with similar risk factors, ACI inmates were 39.6 percent less likely to recidivate than inmates who do not participate in ACI work programs.

As a final step in the study, researchers were able to calculate the number of inmates who would not return to prison as a direct result of their participation in ACI work programs from a total of 10,171 inmates who had worked in ACI work programs and were released from ADC over the 10-year period between 1993-2002. Researchers determined that 2,149 fewer inmates would return to prison as a direct benefit of ACI, with a resulting savings to taxpayers of more than \$122 million dollars.

Women Living Free Transitional Program

In FY 2003, a new program, Women Living Free Training Program (WLF), was introduced at ASPC-Perryville. WLF provides incarcerated women with the resources necessary to transition from prison life to living successfully in society. The Women Living Free Transitional Program is designed to reduce the recidivism rate of incarcerated women by educating newly released female inmates on how to lead self-sufficient lives within the laws of society and by maintaining a resource center that provides essential life skills, values and ethics. The resource center will have case managers who will help the released women find jobs, and have a 24-hour supervisory staff that will cooperate with parole and probation officers.



About a year ago, Tracy Bucher, co-founder of WLF and a former ADC inmate, and Virginia Dunstone, a therapist who helped Bucher turn her life around while she was incarcerated, contacted the Department with their proposal and received approval to introduce the program.

The program requires female inmates to make a three-year commitment, one year of programming in prison and two years in the community. During the first year of the community portion of the program, the released female inmates are assisted by case managers, to a resource center and group home facility. In the second year of the program,

the released women act as mentors for newly released inmates. To be eligible for the WLF program, female inmates must be enrolled in the ADC educational program. A General Equivalency Diploma is required in most cases.

The program begins with an assessment of each individual provided by the Department, and then a transition manager and the inmate draft a plan for the inmate's successful future. "These women need our help. Since leaving prison, I tried to call friends who had been freed and discovered that most of them were back behind bars," said Bucher. The Women Living Free Transitional Program fulfills a need. There was no program available in Arizona to aid released female inmates during the re-entry process. To become successful, these women need guidance, support and nurturing during the initial months after release. A successful re-entry is often the deciding factor as to whether women become productive members of society or return to the crimes that lead to their incarceration. To provide services to female inmates for free, the program's cofounders, Bucher and Dunstone, obtained grants and donations from organizations and companies to fund the program.

During the first year of the program, while still incarcerated, female inmates participate in several phases of WLF that include: Life Scripting conducted by Virginia Dunstone, Job Readiness taught by Arizona Women's Education and Employment, Inc., Substance Abuse and Addictions administered by Arizona Behavioral Health Services, Integrated Holistic Health Care, conducted by Arizona Integrated Medicine Clinic, Domestic Violence conducted by the Arizona Coalition Against Domestic Violence and Family Reunification conducted by select therapists.



STAFF RECRUITMENT AND RETENTION

GOAL 3: *To increase recruitment, retention and development of staff.*

PRE-SERVICE ACADEMY

During FY 2003, 1206 new Cadets began the Correctional Officer Training Academy (COTA). Of these, 982 Cadets graduated and were assigned to prison complexes in FY 2003. Additionally, 41 Detention Officers from Cochise, Coconino, La Paz, Navajo, Santa Cruz and Pinal Counties completed the Academy curriculum and received POST certification. The graduation success rate increased to 81% in FY 2003 as compared to 71% in FY 2002.



GUEST HOUSING

COTA initiated a cost saving program to house guest staff participating in training and meetings at the facility. Several rooms were converted to motel quality to accommodate overnight guests. The Department began utilizing the facility for state-wide meetings and training opportunities which require staff to stay over night. Two benefits emerged from this program. First, many meetings and training opportunities were scheduled that otherwise would have been cancelled due to budget limitations. Additionally, a net savings of \$212,497 in travel costs for FY 2003 were realized. Additional savings for other law enforcement agencies totaled \$22,376. Agency travel savings include overnight accommodation for Academy instructors, in-service training opportunities, staff meetings, specialty training for K-9 and agency recognition program. The Academy hosted two training academies for ADOT Motor Vehicle Division, Limited Peace Officer Training. And, for the second year, COTA welcomed a group of young people who were taking part in the highly acclaimed week-long program: Drug Education For Youth (DEFY).

COMPUTER CENTER

COTA's fifteen station computer center was developed to enhance in-service training opportunities. The computer center is employed for STARS (Statewide Training and Refistration System) training, Introduction to WORD programs and also integrated into the Correctional Officer III Academy with access to the Adult Inmate Management System (AIMS).

CURRICULUM REVIEW

A comprehensive review of the Academy operation and curriculum had not been completed since 1992. COTA staff completed a comprehensive review of all protocols, operational procedures and lesson plans. With the assistance of work teams from Prison Operations, the curriculum was reviewed to determine changes in policy and procedure, improvements in technology and physical plant changes. The lesson plans were revised and new information developed to make the Academy curriculum up-to-date. COTA staff revised the Operational Manual, reorganized the Academy, and submitted these changes to Arizona POST. All revisions were included in an update of information regarding the academy on the internet.

T-1 PHONE TECHNOLOGY

In order to enhance the overall effectiveness of the Academy operation, two T-1 lines were installed; one for VOICE and the second for DATA. These upgrades allow for enhanced communications and increased access for computer training.

INTER-GOVERNMENTAL AGREEMENTS

COTA established Inter-Governmental Agreements (IGA) with Coconino, Cochise, Pinal, Santa Cruz, Navaho and La Paz Counties to train Detention Officers. During FY 2003, 41 Detention Officers graduated from COTA. The benefits of this agreement include: more efficient use of

STAFF RECRUITMENT AND RETENTION

the facility space; savings to the counties for training; ADC Correctional Officers becoming familiar with county detention operations; and County Detention Officers who supervise ADC inmates are exposed to ADC policy and procedures.

ADCOM

The Department implemented ADCOM – the ADC Orientation Manual to maximize new employee, volunteer, contractor, and intern productivity while still providing the comprehensive base of knowledge needed to work around inmates. Employees and non-ADC personnel work through a detailed self-paced workbook with their supervisors during their first week on the job. After they have had some experience, many attend a classroom session where they can meet other newer employees and ask questions. All required subject matter is addressed - either in the workbook, the classroom session, or in other modules that may be required because of their specific job assignment.



STARS

In January 2003, ADC migrated over one and one half million training database entries into STARS which is managed by the Arizona Government University. When fully implemented, STARS will allow retrieval of training

data, at the touch of a key. STARS is in use by all Department Training Officers to record training accomplishments by Department staff prescribed in the annual Training Plan. Training data maintained in the centralized STARS database is available for viewing by the employee, supervisor, and Training Officer. Accurate training documentation is a critical element in defending against liability claims.

IN-SERVICE ACADEMIES

ADC offers an impressive array of in-service management and leadership academies to challenge and develop employees' skills. The **Correctional Officer III and Sergeants' Leadership Academies** offer practical skill-building activities specific to those job specifications, while the **Professional Development Program** focuses on skills needed for the first-time supervisor. A **Correctional Administrators Academy** was implemented this year to enhance the skills that Deputy Wardens and employees of similar rank will need as they move along their career paths. Developed under a grant from the National Institute of Corrections, this academy was subsequently adopted for use at the National Corrections Academy in Boulder, Colorado. A **Correctional Managers' Academy** is now under development, which targets mid-level employees who need to improve critical thinking, interpersonal, and management skills prior to promoting to Deputy Warden. ADC's full range of academies is effectively preparing its employees for the challenges of correctional management.

EXPANDED IMS

In response to a need for concise, targeted training for mid to-upper-level correctional managers on implementing ADC's Incident Management System, an intensive hands-on course was developed. After being presented to existing correctional administrators and managers, the course is scheduled to be incorporated into the Correctional Managers Academy. Participants will actually run emergency simulations, then critique their own responses.

STAFF RECRUITMENT AND RETENTION

TRAINING TOPICS DEVELOPED IN RESPONSE TO EXTERNAL/INTERNAL STIMULI AND ADC NEED

Regardless of how self-contained an agency may appear, external events often have a strong influence on operations. In response to the growing terrorism threat, ADC is developing a comprehensive plan of cooperation with outside law enforcement and health agencies. Training is a critical part of that effort. Additionally, training was used during FY 2003 to reshape the Department's philosophy regarding the use of force. Working with a TQM Group, a specialized training curriculum and video was developed to ensure all staff know the Department's Use of Force continuum and its policies on lawful use of force in a prison setting. To support a statewide educational effort, training regarding the Domestic Violence issue was revamped and is scheduled to be featured again in next year's training slate for all employees.

VIDEOS AND AWARDS

The ADC Video Studio has a long history of award-winning work and FY 2003 was no exception. Ten tapes were produced on a wide range of topics: •*The Mentally Ill in Prison*, •*Use of Force*, •*State Employees' Charitable Campaign*, •*Statewide, Taking Meeting Minutes* (training tape), •*No More Victims: Overview of ADC's Sex Offender Program*, •*Basic Fire Extinguisher Training*, •*Ten Hours in November: Quelling a Disturbance*, •*Endless Flow: The Increasing Numbers of Inmates Coming Through Intake*, a demonstration tape of Peerless/Wesson handcuff failures, and •ADC



Community and Transition Program. The tape entitled *Basic Fire Extinguisher Training* won second place in the American Correctional Association's Video contest in the category of video produced by a correctional facility.

IACP TRAINING SYSTEMS AWARD

For its innovative Correctional Administrators Academy, the Staff Development and Training Bureau received the Training Systems award from the International Association of Correctional Training Personnel in October 2002. This award is made for new training that impacts entire programs or systems.

INCREASING USE OF CBT AND SELF-PACED TRAINING

Staff shortages and budgetary limitations have made it necessary to "think outside the nine dots" in delivering training to the Department's almost 10,000 staff. Increased emphasis is being placed on self-paced courses and direct study of management and similar books, as well as computer based training. When the Department recently converted from Corel to Microsoft computer software, self-paced training was available to get employees started right away on the new software.

BACHELOR'S DEGREE ON-LINE WITH WAYLAND UNIVERSITY

In response to ADC employees' need for flexible, yet affordable higher education programs, ADC has developed a Bachelor's Degree in Corrections in partnership with Wayland University. A cohort of students are attending classes taught by Masters-degreed correctional professionals. Courses are also available on line to complement any schedule.



TECHNOLOGY AND INNOVATION

GOAL 4: *To improve Department operations through technology and innovation.*



NETWORK SERVICES

During FY 2003, Wide Area Network (WAN) capabilities were expanded at ASPC-Safford and ASPC-Ft. Grant. These expansions will benefit the Department in the following ways:

- Improved communication through expanded internal and external e-mail and document transfer capabilities.
- Improved information access through expanded internet and intranet capabilities as well as cost saving realized by the termination of local ISP accounts at the remote sites.
- Improved mainframe connection and transaction speeds increasing lookup and data entry efficiency and productivity.
- Cost savings through the reduction of long distance phone calls and travel resulting from improved e-mail and file transfer capabilities.
- Cost savings through the effective elimination of outside or Contract Project Management.
- Cost savings through the reduction of expensive and labor intensive legacy hardware and software.

During FY 2003, 18 major prison sites have been migrated to the ADC WAN with basic connectivity. At the end of fiscal year, two additional sites were funded for WAN expansion: ASPC-Douglas and ASPC-Douglas/Papago. This expansion is scheduled to start in FY 2004.

Also during FY 2003, Network Services partnered with Community Corrections providing a WAN expansion plan for their Parole Offices. Following this plan, Community Corrections has met the initial requirement for expansion of 16 of their offices onto the ADC WAN. The expansion for the remaining offices is expected to be completed in early FY 2004.



PRISON INFRASTRUCTURE UPGRADES

During FY 2003, an infrastructure upgrade was performed at ASPC-Yuma replacing their outdated equipment. This has removed network bottlenecks and improved network performance. Internet downloads are faster, connection speeds are better, and network updates can be automated. This allows more time for local network administrators to focus on other support issues.

TECHNOLOGY AND INNOVATION

In a partnership with ASPC-Florence, Information Technology (IT) has extended their internal infrastructure to the East Unit, Maintenance, Medical and Programs. Based on the WAN expansion plan, ASPC-Florence has purchased two servers and is in the process of completing the connection from North Unit Administration to North Unit Medical. They are planning further extensions to Central Unit, CB6, and South Unit during FY 2004.

Working with ASPC-Safford, IT provided support to the ASPC-Safford/Fort Grant Video Surveillance Project's fiber requirements. Additionally IT improved performance on the Fort Grant Local Area Network (LAN). The fiber installation is scheduled for completion in early FY 2004.

IT and ASPC-Tucson have shared expenses to upgrade their internal infrastructure. This upgrade removed all obsolete equipment and media. The newer equipment will hasten the completion of a lifecycle replacement of Servers and Desktops in the coming fiscal year.

REMOTE CORRECTIONAL INMATE PHARMACY SYSTEM (CIPS) ACCESS

Network Services has assisted Health Services in providing a secure network connection with the Maricopa County Sheriff's Office. This allows Health Services to receive inmate prescription information when inmates transfer from county to state custody. Previously, medical staff had to physically retrieve this information from the County Jail. This e-Business solution promotes continuity of care, reduces time and travel and reduces the potential for inmate litigation.

COMMUNITY CORRECTIONS GPS

Network Services has been installing the network infrastructure at five Community Correction sites to

support the implementation of a Global Positioning System (GPS). This technology tracks the movement of offenders under Community Supervision. The GPS concept is appealing because it appears to be more efficient and cost-effective than the current method of offender tracking. The concept also possesses future beneficial possibilities including the sharing of information with other entities within the Criminal Justice System.

HRIS COMPUTER DEPLOYMENT

Network Services configured and deployed about three hundred computers throughout the agency to meet the minimum standard for the implementation of ADOA's new Human Resources Information System (HRIS) now scheduled for FY 2004. Each timekeeper was also provided internet access in order to employ HRIS, and to be able to access the necessary on-line training.

PRISON WEBSITES

In the fiscal year, ASPC-Tucson, ASPC-Winslow, and ASPC-Yuma all initiated development of local web links. Web Services has assisted staff at these sites with training for the conversion of Institution Orders and Post Orders to HTML format for Web posting. There are significant costs savings in both time and materials through the electronic distribution and filing of these documents. ASPC-Tucson converted over 300 documents to HTML format.



IT HELP DESK

During the FY 2003, the IT Help Desk received approximately 16,000 calls; this is a 4.5% increase over the previous year's calls. On average, 86% of these calls were resolved over the phone which is a decrease of 1% over the past fiscal year. Of those that could not be resolved over the phone, approximately 2,200 resulted in referrals for service. A general breakdown of the category of calls is as follows:



PLANNING & PROJECTS

IT was a part of the Disaster Preparedness/Emergency Response TQM Committee. IT also took part in the Central Office TQM Subcommittee, which is in the process of developing three-year documents for the ADC FY 2003 Homeland Security Grant applications. IT continues to participate in the ongoing development efforts for the ADC Emergency Response Plan (ERP).

IT coordinated development of the ADC Business Continuity Plan in which ADC core business processes were identified, and continuity plans were developed so that operations can continue in the aftermath of an emergency.

TELECOMMUNICATIONS

The IT Telecommunications section completed a year-long, comprehensive audit of telecom services from vendors and ADOA, resulting in ongoing monthly savings of \$31,442, plus one-time billing credits totaling \$130,199. The savings were achieved by ensuring services were billed at appropriate contract rates: by discontinuing unneeded services and features; and, when feasible, by replacing services with less costly directives. These savings were used to upgrade equipment and infrastructure at all locations. In addition to the audit, IT Telecom assisted ADC business offices in researching and resolving telephone-billing problems resulting in approximately \$10,000 in reduced charges.

APPLICATIONS AND DATA MANAGEMENT SERVICES

During the past fiscal year, the Applications and Data Management Unit of Information Technology undertook and completed several projects that resulted in savings of both time and money for the Department. The major items accomplished this year include enhancements to the Adult Inmate Management System (AIMS) and several administrative support systems. These items included:

TECHNOLOGY AND INNOVATION



- Automation and improvement of record keeping and verification of inmate bank accounts.
- Developed a user friendly reporting scenario that allowed the users to directly change report parameters that produce data or other specific criteria. This eliminated the necessity of contacting IT whenever these parameters needed to be modified.
- The addition of literacy tracking enhancements for inmates completing specific grade levels that are federally mandated.
- The modification of the Reclassification Profile function to pro-actively prompt other classification actions or reviews to be conducted and completed, as necessary.
- The installation of an electronic transfer process for inmate bank account transactions received from the Bank of America. This eliminated the handling and possible delays of processing that information.
- The completion of a Do Not House With (DNHW) program that alerts staff when two or more inmates should not be housed or transferred together. This process eliminated countless hours of manual research by staff.
- The completion of a WEB based program that captures institutional level Management Summary information for Inmate Education.
- The installation of the IPP system on several institutional computers that supports the tracking of work details and other educational programs.
- The completion of a report for the recruiting process that is currently estimated to save over 3,000 man-hours with a cost savings of \$37,000 annually.
- The creation of an accounts payable system that monitors certain health-related invoices. This saved the agency several hours of research weekly.
- The creation of a browser-based system for the Finance Division that tracks and pays Federal and State filing fees and Court Ordered Restitution saving clerical time.
- The creation and installation of the system that allows Employee Relations and the Office of Equal Opportunity to track and document cases.

FY 2003 saw the beginnings of a long process to identify and document the functions and business rules of our corrections business and the advent of current technology relational databases to support those functions.

IT also was involved with the design, development and implementation of new staff identification cards for employees, contractors, and volunteers. In addition, IT also was responsible for the purchase and installation of sex offender equipment. The staff identification project utilized the existing photo system to create the badges. The sex offender equipment was an add-on to the exiting AFIS fingerprint system in accordance with State and Federal Statutes for sex offender registration.

GOAL 5: To provide cost-effective, constitutionally-mandated correctional health care.



OVERVIEW OF THE FISCAL YEAR

The ADC, Division of Health Services continues to deliver cost-effective, better quality, constitutionally mandate health care to over thirty thousand inmates. ADC must compete for health care professionals with other governmental agencies as well as the private sector. The impact of the national shortage of nurses and other health care providers has resulted in increased personnel costs and staff turn over as increasingly more lucrative offers are made to these individuals. In addition, staff vacancies mean an increased reliance on the use of temporary employees, at a much higher cost for these services.

In short health care costs continue to rise, as newer therapies, technology and revised treatment guidelines significantly impact the cost of providing health care services.

Despite budgetary constraints and increased costs, the Health Services Division has been able to accomplish its mission by the use of private sector approaches such as volume purchasing, utilization review, pre-approval methodology, data collection improvements, and the increased capability to anticipate issues by the implementation of trending capabilities. The Division continues to meet its challenges while providing care to those who have been incarcerated. While budgetary constraints and staffing shortages continue to challenge the delivery of constitutionally mandated health care,

Central Office staff has absorbed much of the staffing burden by performing more duties in the field, in addition to maintaining a heavy administrative workload. These efforts reduced the need for considerable overtime and temporary contracted services.

BUDGET ADMINISTRATION

During FY 2003, the Health Services Division pursued a partnership with the Arizona Health Care Cost Containment System (AHCCCS) to qualify inmates hospitalized in certain hospitals for AHCCCS coverage. To date, the Division was able to save upwards of \$315,000. The saving projections are even better in the next fiscal year.

The Budget area began the task of automating its tracking and forecasting process. In this fiscal year, all inmates with high cost medical were entered in an Access database giving the Division a way of extracting high cost information needed to justify expenditures and better forecast the needs of the Division.

The Division began reviewing contract renewals and new bids to determine if they fit the needs of the Division, were cost-effective, and created a spirit of competition among vendors. On many occasions in the past, only one vendor responded to our bid process. By breaking contracts down to more specific needs and deleting items that no longer applied to the contract we have been able to successfully get solicitations from numerous vendors on contracts and purchases that traditionally received responses from one vendor. By performing these reviews we have been able to save funds, such as \$24,000 on our Dental Calibration contract, and the Division was able to maintain the same fees on our Dental Repair contract that we had on our FY 2001 contract.

INMATE HEALTH CARE

MEDICAL PROGRAM

In order for ADC Health Services to continue to actively pursue cost savings and cost containment at every level of operations, a system of prior authorization was developed, requiring review and approval for most scheduled (non-emergency) medical procedures and third party consultations. Recommendations from on-site health care providers are reviewed by a local facility medical committee, as well as a central office medical review board, providing assurance of medical necessity and continuity of care.

TELEMEDICINE PROGRAM

In 1996, the Arizona Department of Corrections joined with the University of Arizona, Health Sciences Center to develop the Arizona Telemedicine Program, providing statewide telemedicine health services to ADC inmates. Our first site was ASPC-Yuma.

Telemedicine includes, from its simplest form, a telephone consult with a specialist, to a live, interactive encounter with the specialist, ADC physician and the inmate.



This is a sophisticated assembly of equipment, T1 lines and statewide networks, which allow us to bring the specialist to the inmate, reducing transportation costs. This service allows almost every imaginable specialty consult to be provided to the inmate without the inmate leaving the facility.

To date, we have eight of our ten prisons operational. Our newest one is ASPC-Tucson, installed July 2003. In the first year of service, we provided consults to 144 inmates at ASPC-Yuma. During FY 2003 we increased to 1921 cases.

Since inception we have provided 7,822 consults statewide. This represents 7,822 fewer inmate transports. The latest cost analysis shows savings of \$150, which is quite conservative, per inmate transport for a total of \$1,173,300 savings to the Department since inception. Of course there is no way to compute the most important intangibles such as; increased safety to the public and our officers.

This same system allows for interactive videoconferencing for statewide meetings, reducing statewide travel. This means a savings of approximately \$3,435 for one meeting of 30 staff coming from an outlying facility.

DENTAL PROGRAM

The Arizona Department of Corrections was instrumental in the development of a formal Dental Study Club. It was organized to facilitate seminars, symposia, and lectures. It is designed to update skills, learn new procedures, or treatment related to the practice of dentistry in a correctional setting. Prior to the organization of the Study Club, ADC staff often had to travel out of state for dental continued education. Subject matter experts from ADC provide training to our staff locally, thereby reducing our training cost.



The Study Club is the first of its kind in the nation to address dental and oral health issues in corrections. It is affiliated with the Academy of General Dentistry for the provision of Continued Dental Education credits, and has offered training programs for more than 90 correctional dental staff within the past year.

ADC dental staff have increased the use of Teledentistry by 39% for inmate oral surgical services. ADC dentists also managed complicated dental cases using Telemedicine for consultation with other statewide staff.

NURSING PROGRAM

The ADC Nursing Program continues to spotlight Correctional Nursing as a rewarding career opportunity. During the past year, the Nursing Program established two additional interagency agreements with colleges of nursing. We currently have formalized student internships with more than 50% of the statewide nursing programs. Cochise Community College and Arizona State University, College of Nursing were added. Student nurse clinical rotations remain successful for Northland Pioneer College (Winslow Campus) and ASPC-Winslow. Thirty student nurses completed clinical rotations during school year 2002/2003.

Health Services also established a Temporary Nursing Assistant program, which began in April 2003. Six prisons now employ temporary nursing assistants.

Recruitment and retention of licensed nursing staff continues to be our most difficult challenge. The Nursing Program averaged a 21% statewide vacancy rate during FY 2003, which exceeds the public statewide nursing vacancy rate of 16%. Our turnover rates are also among the highest in the state. Statistics charted a 44% turnover rate among ADC nursing supervisors.

PHARMACY PROGRAM

The coordinated efforts of Pharmacy and Mental Health have brought about a significant cost reduction of 18.4% for FY 2003 vs. FY 2002. Development of new anti-psychotic guidelines, and systematic formulary review, has positively impacted drug expenditures for a total reduction of \$358,000 in FY 2003, this cost saving occurred despite an increase in the number of mental health inmates and levels of acuity, while maintaining the same level (if not higher), and quality of care.

Pharmacy and Medical Programs together have streamlined Hepatitis C guidelines and required medications for treatment. This revision projects an estimated \$1.5 million in savings for FY 2004, while maintaining an approved national level of care.



INMATE HEALTH CARE

On-going review of prescribed therapy by medical and pharmacy staff has resulted in streamlining drug regimens. The number of prescriptions has decreased 2.6% from the previous year, while the acuity and total number of inmates in the system has increased. This saving was realized despite broad increased costs in pharmaceuticals nationwide.

MENTAL HEALTH PROGRAM

Mental Health accomplished the following improvements in FY 2003, while continuing to provide cost-effective, constitutionally mandated quality services:

- Increased availability and use of Telemedicine for delivery of mental health services.
- Developed computer databases for tracking mental health caseloads and treatment.
- Instituted a new process for Seriously Mentally Ill (SMI) determination, that establishes not only SMI status in a manner analogous to the community, but also the mental health need levels of SMI and non-SMI inmates. In turn, standard levels of mental health service delivery have been defined according to mental health need level.



- Established clinically focused groups, especially sleep, hygiene and mood management groups that provide non-pharmacological intervention for a range of typical inmate mental health issues.
- Developed a Dialectical Behavior Therapy Treatment protocol that includes study groups, staffings, and individual therapy at the Women's Treatment Unit (WTU).
- Instituted an assessment and staffing process that allows for comprehensive psychological/psychosocial assessment of inmates to determine the most appropriate course of treatment. This process has also facilitated a better integration of psychology and psychiatry staff.
- Created and administered psychologist peer review, clinical performance evaluation.
- In conjunction with Prison Operations, reconfigured Baker Ward at the Alhambra Behavioral Health Treatment Facility (ABHTF), which allowed for the creation of three new watch cells. Contingency planning was implemented to more effectively coordinate watch cell usage.
- Instituted a monthly mental health block-training program at ABHTF, to better train staff, and to facilitate the licensing process.

- Completed a Sex Offender Program video, which is used on a regular basis in Phase I of the treatment program.
- In conjunctions with Prison Operations, constructed the Penile Plethysmograph Lab and initiated testing.
- Successfully relocated the Special Management Unit (SMU), Mental Health program from SMU II to SMU I. One result was an improvement in the watch cell environment.
- Successfully revised the admission criteria and process for Mens Treatment Unit (MTU), in conjunction with Central Classification and Prison Operations. As a result, the census has risen from an average of 120 inmates to a consistent count of 145+ (capacity is 150), maximizing capacity.

CORRECTIONAL PUBLIC HEALTH AND OCCUPATIONAL HEALTH UNIT PROGRAM

The Occupational Health Unit continues to provide mandated occupational health services to over 11,000 employees. These services include, but are not limited to, medical surveillance; case management of the Department's Early Return Work Program; FMLA;



industrial injuries; primary prevention education in the workplace; the bloodborne pathogen/exposure to bodily fluids; and the HIV post exposure prophylaxis program.

Staffing continues to be a challenge with the Occupational Health Unit. Currently we have a vacancy rate of 27% with the Occupational Health Nurses (OHNs). The current OHNs have absorbed this workload. These efforts have avoided a negative impact on the delivery of mandated OH services.

Through the auspices of the Flinn Foundation, the Correctional Public Health Program hired a case manager to conduct discharge and transition planning for inmates requiring medical treatment and services after their release. The objectives for discharge and transition planning are to ensure uninterrupted medical treatment and services, reduce recidivism due to medical illnesses, and to reduce communicable disease burden in the community.

An Infection Control and Communicable Diseases Technical Manual has been developed by the correctional Public Health Program. The Video Memo: MRSA Clarification, was created for staff and inmates. So far it has won two awards. We also collaborated with the Occupational Safety Consultants and Special Services Bureau to create the video, "Handling Mail Safely" which also won an award.

INMATE HEALTH CARE

PROFESSIONAL RESOURCES

ADC prison complexes were approved as health professional shortage areas (HPSA). Loan repayment may promote recruitment and retention of health care staff in designated “hard to fill” positions, and disciplines. These positions are now eligible for federal scholarship reimbursement programs, administered under Health Resources and Services Administration.

PERRYVILLE RECOGNIZED

National Commission on Correctional Health Care awarded the Perryville Complex the prestigious, “Facility of the Year” award. Perryville was selected from more than 500 correctional facilities; this was the first time that it was awarded to a women’s facility. Three complexes, Safford, Douglas, and Tucson successfully completed their survey reaccreditation. No corrective action plans were required, and all were awarded accreditation for three more years.

A coordinated effort between Health Services and the Office of Strategic Planning and Budgeting resulted in three complexes receiving automated external defibrillators, (AED). Equipment was provided through a federal grant in collaboration with the State Health Services Bureau of Emergency Medical Services. Since laying the foundation for this beneficial program, the Grants Office and Health Services are working towards future funding to include all complexes.

ADC held an Infectious Disease conference in October 2002. Partnering with Midwestern University in Glendale, featured speakers presented antibiotic training to ADC, County Health Departments, and Federal Correctional health professionals. ADC has proactively responded to a critical public health issue by developing Chronic Hepatitis C Guidelines. The goal of these policies is two-fold: to improve health

services to infected inmates, and to collect data for future planning and budgeting. Incoming inmates are now screened for the disease, and inmates are educated about all forms of hepatitis (including A & B). Inmates receive pamphlets, one on one instruction, and complex-wide closed circuit videos.

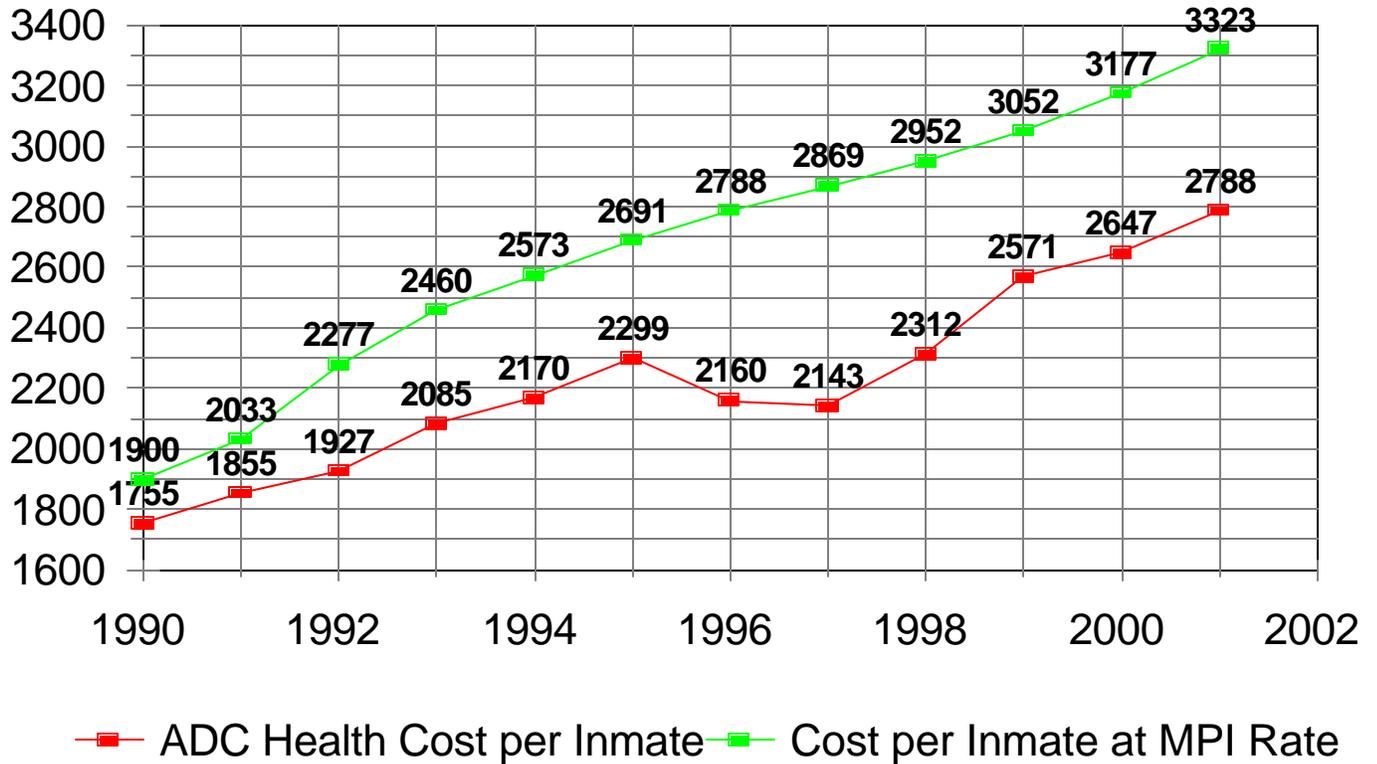
Concurrent with this policy, two statewide training sessions were conducted for all health administrators and medical providers. These intensive daylong sessions were presented by Dr. Jones to promote consistency and an understanding of the guidelines. Health Services has worked cooperatively with the ADC Office of Substance Abuse to fund positions enabling substance abuse treatment for qualified inmates receiving treatment for Hepatitis C. This is significant as it represents the development of a cross-divisional program within ADC.

Professional Resources provided statewide in-service instruction on “TB Skin Test Administration, and Interpretation”. This was done in continued support of quality improvement. A total of 135 staff received hands-on training, including a skin test administration by each participant, to ensure proper technique and appropriate referral. Mandatory self-study guides were developed for on-going refresher training.

This year, an innovative QWL-21 project was launched to promote staff and inmate wellness. Professional Resource organized and worked with facility staff to conduct a three-day staff and inmate health fair at Yuma. A range of health and wellness topics were highlighted, ranging from displays on tobacco education to comic books describing how HIV/AIDS is spread. Exhibits and services were provided by the ADC Health Education Program, the EXCEL Group, Cigna Healthcare, Yuma County Health Department Tobacco Program, Mobile Onsite Mammography, National Stress Station, Maricopa County Department of Public Health HIV/AIDS Program, Crossroads Mission, American Red Cross, and Arizona Healthways.

INMATE HEALTH CARE

Inmate Health Care Costs*



ADC Health cost compared to National Index. This includes Mental Health and indirect costs.

	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003
ADC Health Cost per Inmate	1755	1855	1927	2085	2170	2299	2160	2143	2312	2571	2647	2810	2759	3029
Cost per Inmate at MPI Rate	1900	2033	2277	2460	2573	2691	2788	2869	2952	3052	3177	3323	3479	3623

*All costs in dollars
**Medical Price Index

OFFENDER COMMUNITY SUPERVISION

GOAL 6: *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.*

COMMUNITY CORRECTIONS WORKS COOPERATIVELY

The Community Corrections Division CCD is composed of the administrative offices of the Assistant Director, the Criminal Justice Support Bureau, and the Community Supervision Bureau. Both Bureaus actively integrate with the community to provide access to services for offenders and to enhance and expand partnerships with other local service, criminal justice and state agencies.



COMMUNITY SUPERVISION BUREAU

The Community Supervision Bureau oversees parole officers who supervise offenders under community supervision, including home arrest, by monitoring their compliance to Conditions of Supervision. Parole officers also conduct pre-placement investigations, make referrals for job placement, and refer offenders to contracted transitional services.

An average of 75 parole officers completed approximately 14,143 pre-placement investigations and 152,774 face-to-face offender contacts.



CRIMINAL JUSTICE SUPPORT BUREAU

The Criminal Justice Support Bureau assists all levels of courts, law enforcement, and correctional/ detention agencies with offender issues. These include fugitives, sex offenders, the interstate transfer of offenders under community supervision, and/or the revocation hearing process for offenders who seriously violate Conditions of Supervision and are returned to custody.

In FY 2003, the Interstate Compact (ISC) Unit processed 1,294 inmate requests for transfer of their supervision to or from Arizona. During FY 2003, the ISC Unit accepted 310 offenders from other states to be supervised in Arizona, and 491 Arizona offenders were accepted for supervision in other states.

During FY 2003, the Criminal Justice Support Bureau reviewed 946 sex offender cases for the applicability of community notification, registration and/or sexually violent person laws. Of these, 498 were subject to notification and 84 were subject to registration only. Also, 158 were screened and referred for mental health reports as part of the sexually violent person referral process. Of these, 54 inmate cases were submitted to county attorneys for civil commitment proceedings and 42 were referred for civil commitment and transferred to the Arizona State Hospital.

OFFENDER COMMUNITY SUPERVISION

The staff of both Bureaus work in concert with one another to ensure due process is provided for released violators. The Board of Executive Clemency held 2,755 revocation hearings, and revoked the supervision of 2,495 offenders, or 99 percent of those cases. ADC conducted 22 revocation hearings on violators on Administrative Release or those on supervision under ISC and revoked all but one of them.

REGISTRATION OF SEX OFFENDERS PRIOR TO RELEASE FROM ADC

In February 2003, Governor Napolitano ordered ADC to register all eligible sex offenders prior to release. Many meetings were held by staff from various divisions and work units to implement this process. Beginning March 3, 2003, sex offenders who met the statutory requirement (ARS 13-3821) were registered prior to release. From March 3, 2003 through June 30, 2003, 285 eligible sex offenders were registered.

ARIZONA CRIMINAL JUSTICE COMMISSION GRANT AWARD

On March 27, 2003, ADC was awarded a federal grant through the Arizona Criminal Justice Commission (ACJC) to purchase Live Scan fingerprinting equipment. The goal was to reduce the intensive labor needed to complete the "ink and roll" method of fingerprinting, improve the accuracy of fingerprints, and eliminate the manual transfer of fingerprint cards.



The intent of obtaining this equipment is to aid institutional staff in completing the process of registering sex offenders prior to release. The equipment has been purchased and was recently installed at ASPC-Phoenix. DPS will provide training to institutional staff in the use of the equipment.

FUGITIVE WEBSITE

In March 2003, a new page was created and added to the Inmate Data Search section in the Department's Media Public Relations Website entitled "ADC Fugitives." This web page was a result of collaboration between CCD Fugitive Services, IT and Media Relations. The web page is divided into two sections: absconders from community supervision and escapes from prison confinement. The Fugitive Services Unit is responsible for the input of information into the AIMS system which automatically updates the website. The website is accessible to the public as well as ADC employees.

INTERSTATE COMPACT FOR ADULT OFFENDER SUPERVISION (ICAOS)

The Interstate Compact for Adult Offender Supervision has regulated the transfer of adult parole and probation supervision across state boundaries since

OFFENDER COMMUNITY SUPERVISION

1937. In 1998, a partnership was established between the National Institute of Corrections (NIC) and the Council of State Governments (CSG) to develop and facilitate a team responsible for designing a revised Interstate Compact. On May 30, 2002, Governor Hull signed the new Compact into law. As a result of the new Compact, a National Commission was established to provide guidance to member states on the implementation of this Compact. In addition, each member state is required to establish a state council to provide the oversight of the Compact within that state. The state council in Arizona has not convened since the passage of the new law. Due to the election of a new Governor, changes in the legislative body, and the retirement of Director Stewart, convening of the state council was placed on hold. The establishment of a state council will occur by the end of 2003.



ized procedure resulted in an approximate savings of \$120,000 during Fiscal Year 2003 without diminishing public protection.

CONSOLIDATION OF PAROLE OFFICES

The CCD has consolidated three Tucson parole offices into a single office. The Southern Arizona Regional Parole Office supervises three regional parole offices located in three outlying counties. The office consolidation occurred in response to the State budget deficit.

REPLACEMENT OF COMPUTER EQUIPMENT DIVISION-WIDE

The CCD is in the process of replacing antiquated computers. The new systems are designed to support the telecommunication requirements of an efficient and modern community corrections operation. The innovations were funded by the savings realized from standardizing the urinalysis process.

REVISION OF OFFENDER URINALYSIS PROCEDURE

The CCD revised the offender urinalysis procedure in response to the state budget deficit. The revised, standard



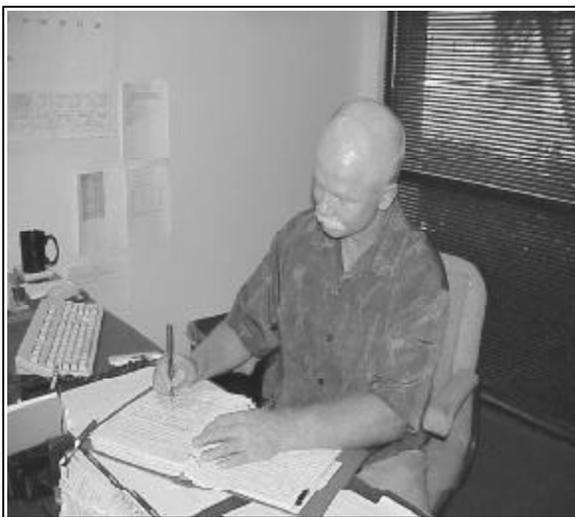
INTERNET BAN

Three website hosts brought an action seeking to enjoin ADC from enforcing Arizona statutes prohibiting inmates from communicating with communication service providers. On December 9, 2002, Judge Carroll from the United States District Court, District of Arizona, entered a preliminary injunction prohibiting ADC from enforcing the statutory ban on communication by inmates with internet computer services. Judge Carroll ultimately ruled the statutes unconstitutional. As a result, ADC completely expunged the records of inmates disciplined for violating these statutes.



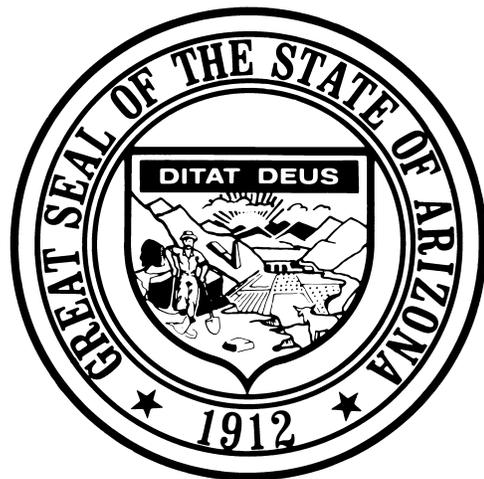
TAYLOR/YANICH V. STATE

In 1972, the State entered into a consent decree allowing a judgment to be entered regarding ADC's disciplinary procedures. On October 1, 2001, a settlement agreement was reached between the parties in which ADC agreed to make and keep in place for 12 months two policy changes in exchange for dismissal of the 28 year old injunction. On November 15, 2002 ADC was free to modify its disciplinary policy. The TQM group has been meeting for several months to prepare modifications to the policy.



WHITMIRE V. STATE

Inmate Whitmire filed a lawsuit against ADC alleging that ADC policies discriminated against homosexuals because the policies prohibited same-sex demonstration of affection (hugging and kissing) that heterosexual inmates and their visitors were allowed. In January, 2003, ADC modified its policy to eliminate this prohibition.





SEX OFFENDER REGISTRATION MADE MANDATORY

SB 1088 was signed into law on April 7, 2003. This bill made mandatory what had been an optional authority to implement the registration of sex offenders before they are released from prison. The bill has a delayed effective date of December 31, 2003, but the Governor ordered that the bill be implemented immediately.

PROCUREMENT CODE EXEMPTION REPEALED

SB 1196 was signed into law on April 17, 2003. This bill repealed ADC's exemption from the procurement code for the purchase of food commodities and inmate store goods. This bill will be effective on September 18, 2003, the general effective date for legislation.



LAW ENFORCEMENT OFFICERS TO BE REPRESENTED

SB 1338 was signed into law on May 7, 2003. This bill allows for representation at an interview which the employer believes may result in the dismissal, demotion or suspension of a law enforcement officer who is summoned to an employer interview. This bill does not apply to routine course-of-duty interviews, informal discipline or if conducted in the course of a criminal investigation.

DRUG OFFENDER TRANSITION PROGRAM ESTABLISHED

SB 1291 was signed into law on May 26, 2003. This bill mandates that ADC establish a drug offender transition program to provide services which may include assistance with: employment placement, job training placement, finding housing, food or treatment services, health care, and mentoring. This bill applies to drug offenders with more than six months left on their sentence to be served and does not apply to inmates who have also been convicted for certain offenses, including violent crimes, arson and sex offenses.

EMPLOYEE AWARDS

MERITORIOUS SERVICE AWARD

In recognition of duty performance exceeding the normal demands of the Department while demonstrating an exceptional degree of good judgement, initiative, and competence

Steven Arvallo
Antonio Baca
Harold Barrett
Ramon Billyard
Judith Brooks
James Cain
Laura Castleberry
Mario Diaz

Jeffrey Hrdina
Michael Mallett
Jesus Moreno
Stephen Nettles
Terrence Noon
Christopher Orthmann
Richard Santiago
Danny Smith

Valerie Stearns
Elsie Stowell
John Theisen
Carolyn Walker
Daryl Whipple
Michael Williams

DIRECTOR'S UNIT CITATION AWARDS

For a Department unit or group of employees for outstanding achievement or extra effort in the attainment of organizational goals or objectives

CISD Team, ASPC-Florence
Cocopah Unit, ASPC - Yuma
Complex Security, ASPC-Yuma
Coronado Unit, ASPC-Winslow
Maintenance Department, ASPC-Phoenix
Manzanita Unit, ASPC-Tucson

EMPLOYEE AWARDS

QUEST AWARDS

For employees who demonstrate excellence in their duties in a way that clearly reflects uncommon commitment to quality and excellence through initiative, diligence, and service

Richard Abrigo	Gayle Hamilton	Joseph Rojas
Maggie Adams	Alexander Han	Ricardo Rojas
Mary Alcoverde	Betty Hathaway	Michael Romant
Edward Alonzo	Rebecca Hauser	Michael Rubi
Alan Amstutz	Derek Hollroyd	Daniele Russell
Charles Baber	Everett Hull	Kimberly Salas-Hangen
Evin Bailey	James Hummer	Aniz Salcido
Danny Bailon	Steve Hyland	Jose Salgado
Evan Barkman	Terri Jacks	Oscar Salias
Helen Barreras	Richard Jaquez	Raymond Schmucker
Carmen Barry Marguerite	Jeanette Johnson	Bruce Shiflet
Bousley Johnnie Bowman	Joseph Koolick	Brenda Smith
Carol Breton	Betty Kotob	Dorinda Smith
Stephen Briones	Michael Kozda	Ted Smith
Bruce Brodie	Lana Knuckey	David Staats
Colonel Brown	Randi Lewis	Terrison Stewart
Frank Brown	Martha Macias	John Stutzman
Stacey Burgos	Faviola Maria	Lisa Svoboda
George Coleman	Salvador Martinez	Chad Taylor
Joan Collins	David Matthews	Rebecca Taylor
Shane Cook	Jason Maurry	Terrance Taylor
Charlotte Cooper	Betty McCormick	Gabriele Tolliver
John Cowan	Esther Mendez	Shephen Tomak
Kimberly Currier	Jason Mess	Norman Twyford
Christopher Dempsey	Julie Morrissey	Kenneth Vance, Jr.
Rex Dilyard	James Nelson	Lidia Vargas
Pete Esqueda	Francisco Noriega	Grace Vasquez
Joe Estrada	Veronica Ochoa	Ricardo Villa
Vincent Estrada	Jim Owens	Kenneth Waldrige
Deborah Ferguson	Carolyn Patterson	Teresa Walton
Kyle Fouts	Shannon Peck	Robert Watson
Steve Fowler	Jeri Pepelnjak	Tracy Wilson
Lisa Garbarino	Jacquelynn Pershing	Mary Wojtysiak
James Gardner	Brenda Pogue	Thomas Wronekl, Jr.
Daniel Gil	Paola Reyes	Constance Yates
Arthur Gooch	Aaron Reynolds	Oscar Yonnie
Gregg Gordon	Bryan Rhein	Steven Youngkrantz
Delores Gray	D. J. Ridgley	
Randy Guice	Lisa Rivera	
Heather Hadden	Becky Rodriguez	

EMPLOYEE AWARDS

LIFESAVING AWARDS

For acts that result in saving or preserving the life of a person who would otherwise have died without direct action by the rescuer

Lanetta Atkins
Edward Ballance
Paul Smith
Christopher White

COMMUNITY SERVICE AWARDS

For non-duty acts that involve heroism in the face of danger, preservation of another's life, or other significant acts of selflessness in support of community peace and public welfare, which reflects positively upon the Department

Rodlofo Acosta
Henry Barraza
Juan Herrera
Christopher Lillywhite
James McElhenny

SPECIAL RECOGNITION AWARDS

Special recognition given by the Director for other unique and special achievements and accomplishments

James McFadden, Warden, ASPC-Lewis
Glen Parin, Warden, ASPC-Tucson
Daniel Vannelli, Warden, ASPC-Winslow
Pamela Vannelli, Correctional Officer IV, ASPC-Winslow
Statewide Gleaning Project, ASPC - Perryville
Habitat for Humanity, ASPC - Tucson

RECOGNITION AWARDS BY FACILITY

Administrator of the Year
Scott Yates, ASPC - Tucson

Correctional Officer of the Year (Programs)
Gail Scherr, Correctional Officer III, ASPC - Tucson

Correctional Officers of the Year (Security)
Jorge Rosado, Correctional Officer, ASPC - Tucson
Denise Madrid, Correctional Officer, ASPC - Tucson

Supervisor of the Year
Betty Rehusch, Sergeant, ASPC - Tucson

EMPLOYEE AWARDS

LENGTH OF SERVICE AWARDS

Thirty Years

Ronald Brugman
Richard Cleland
Penny Collins
Dennis Hunt
Robert McNew
R.T. Trevillyan Jr.

Twenty-Five Years

David Alvarado
Terry Behm
Michael Durham
Sharon Goodwin
Lydia Johnson

Antonio Jurado
Charles Lopez
Jimmie McClellan
Linda McWilliams
Donna Peterson

Gary Romines
Charles Russell
Charles Smith
Alexander Wagner Jr.
William White

Twenty Years

Frank Alford
Donald Baker
William Baker
Willard Barlow
James Burns
Jose Cardenas
Francisco Corona
Timothy Crowley
Ellen Danser
Michael Dominiak
Glenn Few
Daryl Fischer
Edward Fiser
Gregory Fizer
Margarita Flores
Tommy Gallegos
Bruce Gregory
Evangalina Grubbe
Dennis Harkins
George Harris
Henry Harwell
Michael Hasson
Deborah Hegedus
Steven Heliotes
William Higginbotham

Timothy Hilling
John Kelly
Robert Kurtz
John Larkin
Christia Loughran
Thomas Lyerla
Milton Mahler
Victor Malkin
Gordon Marquart
Donna L. Marshall
Ernest Melcher
Edward Mihal
Ray Miller
George Miner
Charles Moorer
Ted Morris
Marv Moses
Cindy Neese
Robert Olding
Glen Parin
Michael Reichling
Barbara Ribbens
Constant Rodriquez Jr.
Sharon Rogers
Inez Ross

John Rupp Jr.
Patricia Sanders
Linda Saxon
Gail Scherr
Nancy Schoemig
Gillam Scogin
Sonja Sickler
Steve Sloboda
Gloria Smith
William Smith
Robert Soop
Cynthia Spafford
Harold Staweke
Perry Steadman
Terry Stewart
Carol Strub
Malcolm Thomas Jr.
Duane Ulrich
Daniel Vannelli
Javier Vega
Dorothy Vigil
Carlos Weekly
Richard Westervelt
Joseph Will
William Wood

EMPLOYEE AWARDS

AWARDS BY OUTSIDE ORGANIZATIONS

Best in the Business

Eva Reynolds Martony
The American Correctional Association

Agency Narcotics Detection Awards

ADC Northern Region 1st place and ADC Southern Region 2nd place
The 13th Annual Tucson Area Police Canine Trials

Individual Narcotics Detection Awards

Patrick Eville, Rebecca Moore, and Richard Parmer:
The 13th Annual Tucson Area Police Canine Trials

Outstanding Service Award

Chaplain Mike Linderman: Phoenix Elks Lodge-Law Enforcement and Fire Department

Awards of Merit

Ruth Ann LeFebvre and Scott Anderson:
Media Communications Association Annual Video Festival Awards

Sergeant Mark Dwyer Award and Sworn Reserve Officer of the Year

Bob Gilbert: Department of Public Safety

Gold and Silver Medals

Kevin Curran, Marty Hensley, and Angie Robideau:
Arizona Police Games

Prominent Recognition

Arizona State Prison Complex Winslow Wildland Fire Crew:
The Canadian Public Broadcasting Corporation

Heroic Recognition

Rodolfo Acosta
Tucson Police Department

INMATE CLASSIFICATION/CUSTODY LEVELS

ADC inmates are placed in facilities that are matched to the individual inmate's degree of Institutional Risk (of disruption to the safe, secure and orderly operation of an institution) and Public Risk (of violence and escape). Inmates are assigned Institutional Risk (I) Scores and Public Risk (P) Scores, which are then matched to facilities. Inmates may be placed temporarily or permanently in an institution with capabilities that exceed the inmate's P and I Scores, if necessary, but they may not be placed in a lower-level facility. The inmate classification levels are described in general in the following chart.

Requirements	Levels 1 and 2	Level 3
Type of inmate	<p>Those who present a minimal institutional and/or public risk</p> <p>For Level 1 facilities, perimeter may be a line of demarcation establishing the institutional boundary with no containment necessary</p> <p>Level 2 requires at least a single fence, which serves as a line of demarcation and is necessary for the explicit enforcement of rules, but is not intended to function as a physical barrier by itself</p> <p>A few rooms for short-term confinement</p> <p>Minimal internal controls</p>	<p>Those who present a moderate institutional and/or public risk</p> <p>A double-fenced perimeter</p> <p>At least two independent methods of observation, including an intermittent perimeter patrol; may include a combination of direct observation from internal posts and electronic monitoring systems</p> <p>Capable of securing an inmate with double occupancy at night</p> <p>Capable of securing an inmate in a single cell, as necessary</p> <p>Moderate level of control</p>
Housing	Dormitories, multiple-occupancy rooms or individual rooms	Does not exceed dormitories, multiple-occupancy rooms or cells
Programs	All inside programs and work assignments	All inside programs and work assignments

Requirements	Level 4	Level 5
Type of inmate	Those who present a substantial institutional and/or public risk	Those who present a severe institutional and/or public risk
Security	<p>A double-fenced perimeter</p> <p>At least two independent methods of observation, including an intermittent perimeter control; may include a combination of direct observation from internal posts and electronic monitoring systems</p> <p>Capable of securing an inmate with double occupancy at night</p> <p>Capable of securing an inmate in a single cell, as necessary</p> <p>Substantial level of control</p>	<p>A double-fenced perimeter</p> <p>At least two independent methods of observing the perimeter, which is typically in sight-line of a main tower</p> <p>Have a continuous perimeter patrol capable of apprehending an escapee</p> <p>Capable of securing inmates within units at night and any time necessary</p> <p>Capable of securing an inmate in a single cell, as necessary</p> <p>High level of control</p>
Housing	Each cell must be capable of containing an inmate who makes consistent and continuous efforts to disrupt institutional order and discipline; does not exceed double-occupancy cell	Each cell must be capable of containing an inmate who makes consistent and continuous efforts to disrupt institutional order and discipline
Programs	Limited program access	Limited program access

INMATE CLASSIFICATION/CUSTODY LEVELS

DESIGNATED CAPACITY BEDS BY CUSTODY LEVEL COMPARED TO INMATE CLASSIFICATIONS

MALE INMATES

Level 2				Level 3			
Designated Beds	Inmates Housed This Level	Difference		Designated Beds	Inmates Housed This Level	Difference	
		#	%			#	%
8,283	9,731	(1,448)	(15%)	8,429	10,131	(1,702)	(17%)

Level 4				Level 5			
Designated Beds	Inmates Housed This Level	Difference		Designated Beds	Inmates Housed This Level	Difference	
		#	%			#	%
4,811	4,916	(105)	(2%)	2,957	3,364	(407)	(12%)

FEMALE INMATES

Level 2				Level 3			
Designated Beds	Inmates Housed This Level	Difference		Designated Beds	Inmates Housed This Level	Difference	
		#	%			#	%
1,366	1,495	(129)	(9%)	576	576	0	0%

Level 4				Level 5			
Designated Beds	Inmates Housed This Level	Difference		Designated Beds	Inmates Housed This Level	Difference	
		#	%			#	%
290	303	(13)	(4%)	216	225	(9)	(4%)

PRISON FACILITIES



GREG FIZER
WARDEN

ASPC-DOUGLAS OPENED 1984

Units and Security Level

Gila: 2/males Mohave: 3/males
Maricopa: 2/males Papago: 2/DUI/males

Designated Capacity: 2,200
Population: 2,254
Percent Occupied: 102%
Budgeted Staff: 675

ASPC-EYMAN OPENED 1992

Units and Security Level

Cook: 3/males SMU I: 5/males
Meadows: 3/males SMU II: 5/males
Rynning: 4/males SMU II - minors: 5/males

Designated Capacity: 4,120
Population: 4,577
Percent Occupied: 111%
Budgeted Staff: 1,497



JOHN GAY
ACTING WARDEN

ASPC-FLORENCE OPENED 1909

Units and Security Level

CB-6: 5/males North I, II, III: 2/males
Central: 5/males South: 3/males
East: 3/males Picacho: 2/males
Health: 5/males

Designated Capacity: 3,200
Population: 3,746
Percent Occupied: 114%
Budgeted Staff: 1,713



BENNIE ROLLINS
WARDEN

ASPC-LEWIS OPENED 1998

Units and Security Level

Barchey: 3/males Stiner-North: 3/males
Morey: 2/3/4/males PS Stiner-South: 2/males
Bachman: 2/males Buckley: 4/males
Rast: 2/males

Designated Capacity: 4,150
Population: 4,569
Percent Occupied: 110%
Budgeted Staff: 1,619



WILLIAM S. GASPAR
WARDEN

ASPC-PERRYVILLE OPENED 1981

Units and Security Level

Complex, minors: 4/5/females San Pedro: 2/females
Lumley: 4/5/females Santa Maria: 2/females
Santa Cruz: 3/females
Lumley: Reception & Assessment
Santa Cruz: Level 3/2/females

Designated Capacity: 2,278
Population: 2,475
Percent Occupied: 109%
Budgeted Staff: 853



MARY HENNESSY
WARDEN



JUDY FRIGO
WARDEN

ASPC-PHOENIX OPENED 1979

Units and Security Level

Alhambra: 5/males Flamenco MH: 4/males, females
Globe: 2/males
Aspen SPU: 3/males
* Population changes daily due to facility
being a reception center.

Designated Capacity: 1,042
***Population:** 896
Percent Occupied: 86%
Budgeted Staff: 447.5

ASPC-SAFFORD OPENED 1979

Units and Security Level

Fort Grant: 2/males Tonto: 3/males
Graham: 2/males

Designated Capacity: 1,453
Population: 1,760
Percent Occupied: 121%
Budgeted Staff: 486



ERNEST J. TRUJILLO
WARDEN

ASPC-TUCSON OPENED 1978

Units and Security Level

Cimarron: 3/4/males Rincon: 3/4/males
Echo: 2/males Rincon, minors: 4/males
Manzanita: 3/males SACRC: 2/females
Santa Rita: 2/3/males Winchester: 3/males

Designated Capacity: 3,520
Population: 3,890
Percent Occupied: 111%
Budgeted Staff: 1,260



CHARLES FLANAGAN
WARDEN

ASPC-WINSLOW OPENED 1986

Units and Security Level

Coronado: 2/males Apache: 2/males
Kaibab: 4/males Coconino County: 2/males

Designated Capacity: 1,953
Population: 1,904
Percent Occupied: 97%
Budgeted Staff: 594



DAVID CLUFF
WARDEN

ASPC-YUMA OPENED 1987

Units and Security Level

Cheyenne: 3/males Dakota: 4/males
Cocopah: 2/males

Designated Capacity: 1,850
Population: 2,090
Percent Occupied: 113%
Budgeted Staff: 712



IVAN BARTOS
WARDEN

PRISON FACILITIES



JUDY FRIGO
WARDEN

ASPC-PHOENIX OPENED 1979

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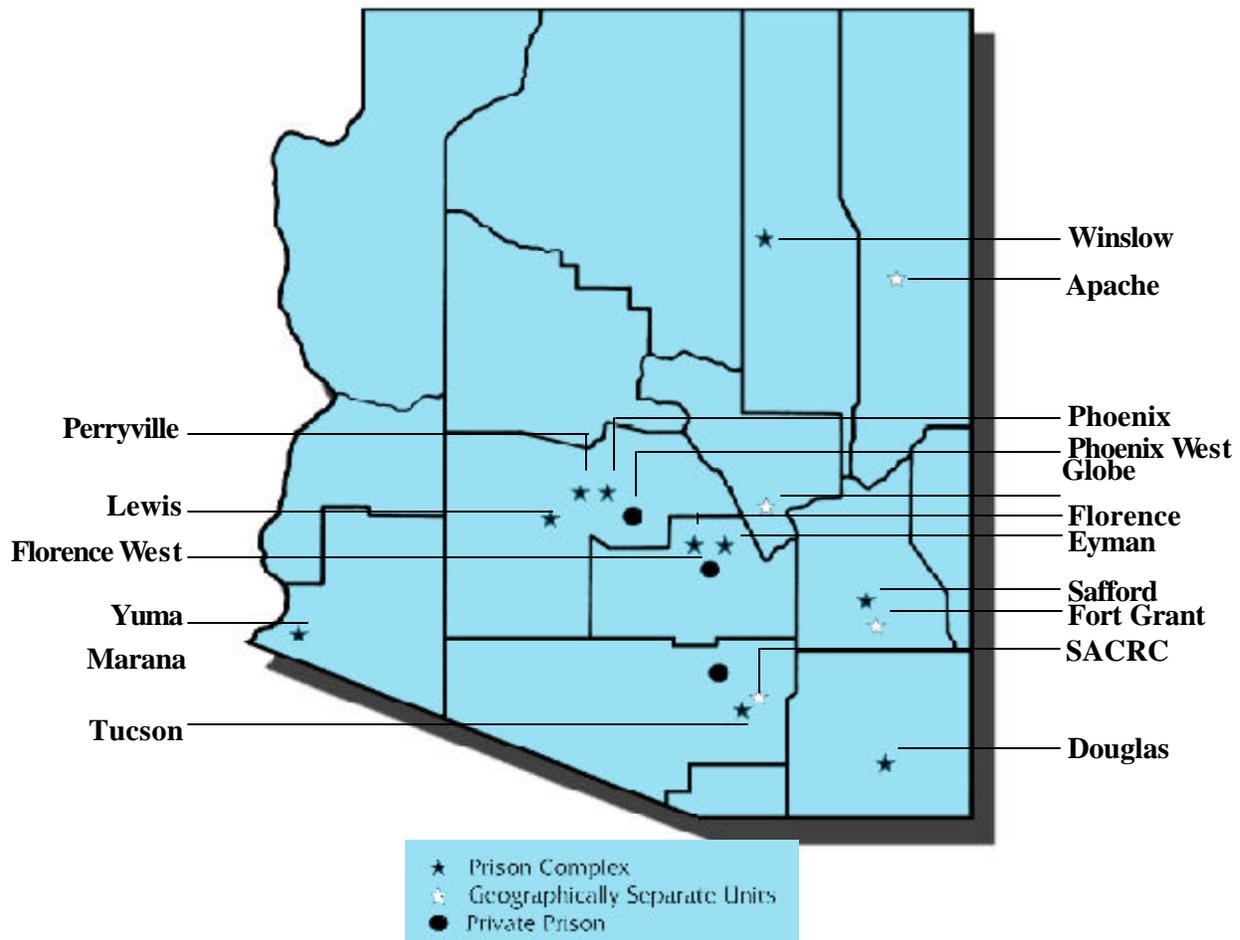
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Percent Occupied: 113%
Budgeted Staff: 712



IVAN BARTOS
WARDEN

CONSTRUCTION/PRIVATE PRISONS

Arizona Department of Corrections Map of Facilities



PRIVATE PRISON FACILITIES AS OF JUNE 30, 2002

PRISONS	SECURITY LEVEL/GENDER	DESIGNATED CAPACITY	POPULATION	PERCENT OCCUPIED
Florence West Opened 1997	2/M DUI Return to Custody	600	739	123%
Marana Community Correctional Treatment Center	DUI Subst2/M 2/M	450	502	112%
Phoenix West Opened 1996	DUI	400	450	113%
NewtonCounty Newton Texas	L2,3,4	624	624	100%

BUDGET/PER CAPITA

FY 2003 BUDGET APPROPRIATION

The Department's total FY 2003 operating budget expenditure authority was \$614,251,300 with 10,295.40 total full time employees. Details for the FY 2003 appropriation are shown below:

FY 2002 Original Continuation of Services Budget (CSB) \$563,982,900

New Issues:

Population Growth	(5,694,200)
250 Private Beds	2,411,500
County Jail Beds	2,066,200
Open 350 Beds ASPC-Lewis RAST Unit	7,749,100
Open 445 Private Beds (Newton, TX)	3,644,600
Open 200 Private Beds (Newton, TX)	2,190,000
Open 400 Private Beds	2,493,700
Inmate Health Care Increase	10,000,000
Private Prison Inflation Cost Increase	3,598,000
Protective Services Unit Reduction	(100,000)

Total New Issues 39,747,300

Total Original Expenditure Authority 603,730,200

Budget Adjustments:

Pay Raise Annualization	15,572,800
Reduce FY 2002 Supplemental	(9,100,000)
Employee Related Expenditures Adjustment	575,900
Health and Dental Insurance Increase	3,519,100
DOA Mainframe/Data Center Charges	42,700
Administration/travel Reduction	(117,500)
Education Fund Adjustment	28,100

Total Budget Adjustments 10,521,100

Revised Expenditure Authority \$614,251,300

BUDGET/PER CAPITA

ADC DAILY PER CAPITA COSTS COMPARISON WITH NATIONAL COSTS¹

Fiscal Year	ADC Per Capita Cost	National Per Capita Cost ²	Difference Per Day	ADC ADP	Total Cost Avoidance
1993	\$43.21	\$52.38	-\$9.17	16,293	\$54,533,486
1994	\$43.89	\$53.24	-\$9.35	17,737	\$60,531,947
1995	\$44.79	\$53.85	-\$9.06	19,542	\$64,623,440
1996 ³	\$45.62	\$54.25	-\$8.63	20,742	\$65,515,266
1997	\$48.29	\$55.21	-\$6.92	21,588	\$54,526,970
1998	\$50.25	\$56.10	-\$5.85	22,593	\$48,241,703
1999	\$52.81	\$57.92	-\$5.11	24,029	\$44,817,689
2000 ³	\$56.55	\$61.04	-\$4.49	24,614	\$40,449,171
2001	\$58.51	\$62.22	-\$3.71	25,261	\$34,207,183
2002	\$53.44	\$63.44	-\$10.00	26,624	\$97,177,600
Ten-Year ADC Cost Avoidance Compared to the National Average					\$564,624,455

¹ Some figures revised from previous years.

² *Correctional Yearbook* figures for calendar years.

³ Leap Year

STATISTICAL INFORMATION

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POPULATION GROWTH HIGHLIGHTS

The inmate population grew 5.6% reaching a record high of 30,898 on June 30, 2003.

Monthly inmate population growth decreased from 167 per month during FY 2002 to 135 per month during FY 2003.

Inmate admissions increased by 9.6% from FY 2002 to FY 2003, with total FY 2003 admissions of 17,373.

Inmate releases increased by 13.8% from FY 2002 to FY 2003, with total FY 2003 releases of 15,748.

Admissions of male offenders increased by 5.1% and admissions of female offenders increased by 11.0%.

Admissions of offenders under the age of 30 increased by 11.0% and admissions of offenders age 30 or over increased by 8.6%.

Inmate Committed Population as of June 30, 2003

SENTENCE LENGTHS BY GENDER

	Male	Percent	Female	Percent	Total	Percent
0-6 Months	341	1.2%	40	1.5%	381	1.2%
7-12 Months	947	3.3%	197	7.5%	1,144	3.7%
13-18 Months	748	2.6%	135	5.2%	883	2.9%
19-24 Months	921	3.3%	176	6.7%	1,097	3.6%
25-30 Months	2,475	8.8%	371	14.2%	2,846	9.2%
31-36 Months	1,186	4.2%	172	6.6%	1,358	4.4%
37-42 Months	2,105	7.4%	256	9.8%	2,361	7.6%
43-48 Months	1,012	3.6%	188	7.2%	1,200	3.9%
49-54 Months	1,268	4.5%	145	5.5%	1,413	4.6%
55-60 Months	2,139	7.6%	213	8.1%	2,352	7.6%
61-72 Months	1,524	5.4%	124	4.7%	1,648	5.3%
73-84 Months	1,847	6.5%	139	5.3%	1,986	6.4%
85-96 Months	1,360	4.8%	65	2.5%	1,425	4.6%
97-108 Months	605	2.1%	32	1.2%	637	2.1%
109-120 Months	1,551	5.5%	50	1.9%	1,601	5.2%
121-132 Months	853	3.0%	47	1.8%	900	2.9%
133-144 Months	723	2.6%	36	1.4%	759	2.5%
145-156 Months	455	1.6%	15	0.6%	470	1.5%
157-168 Months	386	1.4%	20	0.8%	406	1.3%
169-180 Months	715	2.5%	26	1.0%	741	2.4%
181-192 Months	431	1.5%	13	0.5%	444	1.4%
193-204 Months	401	1.4%	7	0.3%	408	1.3%
205-216 Months	233	0.8%	12	0.5%	245	0.8%
217 Months or More	2,842	10.1%	93	3.5%	2,935	9.5%
Life	1,096	3.9%	47	1.8%	1,143	3.7%
Death	114	0.4%	1	0.0%	115	0.4%
TOTAL	28,278	100.0%	2,620	100.0%	30,898	100.0%

FELONY CLASS BY GENDER

	Male	Percent	Female	Percent	Total	Percent
Class 1	1,436	5.1%	99	3.8%	1,535	5.0%
Class 2	7,201	25.5%	554	21.1%	7,755	25.1%
Class 3	8,592	30.4%	608	23.2%	9,200	29.8%
Class 4	7,166	25.3%	852	32.5%	8,018	25.9%
Class 5	1,190	4.2%	111	4.2%	1,301	4.2%
Class 6	2,421	8.6%	386	14.7%	2,807	9.1%
Other	272	1.0%	10	0.4%	282	0.9%
TOTAL	28,278	100.0%	2,620	100.0%	30,898	100.0%

NOTE: Percent totals may not add to 100% due to rounding.

Committed Population figures reflect the "inside" portion of the Department's official total count for June 30, 2002.

Inmate Committed Population as of June 30, 2003

COUNTY OF COMMITMENT

County	Male	Percent	Female	Percent	Total	Percent
Apache	89	0.3%	6	0.2%	95	0.3%
Cochise	449	1.6%	49	1.9%	498	1.6%
Coconino	479	1.7%	23	0.9%	502	1.6%
Gila	310	1.1%	28	1.1%	338	1.1%
Graham	166	0.6%	15	0.6%	181	0.6%
Greenlee	36	0.1%	7	0.3%	43	0.1%
La Paz	128	0.5%	12	0.5%	140	0.5%
Maricopa	18,312	64.8%	1,745	66.6%	20,057	64.9%
Mohave	1,014	3.6%	140	5.3%	1,154	3.7%
Navajo	460	1.6%	42	1.6%	502	1.6%
Pima	4,362	15.4%	342	13.1%	4,704	15.2%
Pinal	705	2.5%	48	1.8%	753	2.4%
Santa Cruz	70	0.2%	8	0.3%	78	0.3%
Yavapai	853	3.0%	81	3.1%	934	3.0%
Yuma	728	2.6%	66	2.5%	794	2.6%
Out of State	117	0.4%	8	0.3%	125	0.4%
TOTAL	28,278	100.0%	2,620	100.0%	30,898	100.0%

CLAIMED EDUCATION LEVEL

Education	Male	Percent	Female	Percent	Total	Percent
None	272	1.0%	4	0.2%	276	0.9%
Elementary	3,182	11.3%	291	11.1%	3,473	11.2%
Secondary	10,489	37.1%	782	29.8%	11,271	36.5%
GED	9,144	32.3%	762	29.1%	9,906	32.1%
H. S. Graduate	3,889	13.8%	541	20.6%	4,430	14.3%
2 Years College	1,050	3.7%	188	7.2%	1,238	4.0%
4 Years College	71	0.3%	27	1.0%	98	0.3%
Bachelors Degree	133	0.5%	22	0.8%	155	0.5%
Graduate Degree	48	0.2%	3	0.1%	51	0.2%
TOTAL	28,272	100.0%	2,620	100.0%	30,898	100.0%

NOTE: Percent totals may not add to 100% due to rounding.

Inmate Committed Population as of June 30, 2003

COMMITMENT OFFENSES

Offenses	Male	Percent	Female	Percent	Total	Percent
Against Persons						
Homicide	2,395	8.5%	196	7.5%	2,591	8.4%
Kidnapping	522	1.8%	19	0.7%	541	1.8%
Sexual Assault	1,527	5.4%	17	0.6%	1,544	5.0%
Robbery	2,232	7.9%	94	3.6%	2,326	7.5%
Assault	3,566	12.6%	165	6.3%	3,731	12.1%
Subtotal	10,242	36.2%	491	18.7%	10,733	34.7%
Property						
Arson	58	0.2%	9	0.3%	67	0.2%
Burglary	2,380	8.4%	94	3.6%	2,474	8.0%
Larceny	1,371	4.8%	211	8.1%	1,582	5.1%
Vehicle Theft	1,467	5.2%	139	5.3%	1,606	5.2%
Forgery-Fraud	1,156	4.1%	433	16.5%	1,589	5.1%
Other Property	651	2.3%	82	3.1%	733	2.4%
Subtotal	7,083	25.0%	968	36.9%	8,051	26.1%
Morals-Decency						
Dangerous Drugs	4,802	17.0%	830	31.7%	5,632	18.2%
Sex Offenders	1,630	5.8%	15	0.6%	1,645	5.3%
Other Morals-Decency	113	0.4%	22	0.8%	135	0.4%
Subtotal	6,545	23.1%	867	33.1%	7,412	24.0%
Public Order						
DWI	2,327	8.2%	168	6.4%	2,495	8.1%
Other Public Order	1,432	5.1%	85	3.2%	1,517	4.9%
Subtotal	3,759	13.3%	253	9.7%	4,012	13.0%
Miscellaneous	649	2.3%	41	1.6%	690	2.2%
TOTAL	28,278	100.0%	2,620	100.0%	30,898	100.0%
Sentencing Code						
Truth in Sentencing	24,674	87.3%	2,509	95.8%	27,183	88.0%
Old Code	3,604	12.7%	111	4.2%	3,715	12.0%
TOTAL	28,278	100.0%	2,620	100.0%	30,898	100.0%

NOTE: Percent totals may not add to 100% due to rounding.

Inmate Committed Population as of June 30, 2003

RACE GROUPS

Race Group	Male	Percent	Female	Percent	Total	Percent
Caucasian	12,328	43.6%	1,442	55.0%	13,770	44.6%
African American	3,841	13.6%	351	13.4%	4,192	13.6%
Native American	1,382	4.9%	182	6.9%	1,564	5.1%
Spanish Origin	10,268	36.3%	618	23.6%	10,886	35.2%
Asian/Pacific Islander	48	0.2%	10	0.4%	58	0.2%
Other	411	1.5%	17	0.6%	428	1.4%
TOTAL	28,278	100.0%	2,620	100.0%	30,898	100.0%

AGE GROUPS

Age	Male	Percent	Female	Percent	Total	Percent
17 and Under	113	0.4%	4	0.2%	117	0.4%
18-20	1,326	4.7%	68	2.6%	1,394	4.5%
21-24	4,069	14.4%	320	12.2%	4,389	14.2%
25-29	4,793	16.9%	438	16.7%	5,231	16.9%
30-34	4,701	16.6%	516	19.7%	5,217	16.9%
35-39	4,342	15.4%	512	19.5%	4,854	15.7%
40-44	3,800	13.4%	424	16.2%	4,224	13.7%
45-49	2,432	8.6%	197	7.5%	2,629	8.5%
50-54	1,294	4.6%	90	3.4%	1,384	4.5%
55-59	713	2.5%	31	1.2%	744	2.4%
60 or Older	695	2.5%	20	0.8%	715	2.3%
TOTAL	28,278	100.0%	2,620	100.0%	30,898	100.0%

Inmate Committed Population as of June 30, 2003

MARITAL STATUS

	Male	Percent	Female	Percent	Total	Percent
Single	18,449	65.2%	1,388	53.0%	19,837	64.2%
Legally Married	5,987	21.2%	551	21.0%	6,538	21.2%
Separated	369	1.3%	172	6.6%	541	1.8%
Divorced	2,998	10.6%	413	15.8%	3,411	11.0%
Widowed	159	0.6%	80	3.1%	239	0.8%
Common-Law Marriage	80	0.3%	5	0.2%	85	0.3%
Unknown	236	0.8%	11	0.4%	247	0.8%
TOTAL	28,278	100.0%	2,620	100.0%	30,898	100.0%

NUMBER OF DEPENDENTS

	Male	Percent	Female	Percent	Total	Percent
None	11,815	41.8%	887	33.9%	12,702	41.1%
One	5,692	20.1%	466	17.8%	6,158	19.9%
Two	4,706	16.6%	480	18.3%	5,186	16.8%
Three	2,863	10.1%	405	15.5%	3,268	10.6%
Four	1,488	5.3%	195	7.4%	1,683	5.4%
Five	731	2.6%	86	3.3%	817	2.6%
Six	383	1.4%	57	2.2%	440	1.4%
More than Six	446	1.6%	37	1.4%	483	1.6%
Unknown	154	0.5%	7	0.3%	161	0.5%
TOTAL	28,278	100.0%	2,620	100.0%	30,898	100.0%

NOTE: Percent totals may not add to 100% due to rounding.

Inmate Committed Population as of June 30, 2003

OFFENDER CATEGORY

Offender Category	Male	Percent	Female	Percent	Total	Percent
Non-Violent/First Offender	7,844	27.7%	1,374	52.4%	9,218	29.8%
Non-Violent/Repeat Offender	8,196	29.0%	716	27.3%	8,912	28.8%
Violent/First Offender	8,620	30.5%	436	16.6%	9,056	29.3%
Violent/Repeat Offender	3,618	12.8%	94	3.6%	3,712	12.0%
TOTAL	28,278	100.0%	2,620	100.0%	30,898	100.0%

PRIOR ARIZONA PRISON COMMITMENTS

Prior Commitments	Male	Percent	Female	Percent	Total	Percent
None	16,463	58.2%	1,810	69.1%	18,273	59.1%
One	6,770	23.9%	533	20.3%	7,303	23.6%
Two	3,048	10.8%	175	6.7%	3,223	10.4%
Three	1,290	4.6%	77	2.9%	1,367	4.4%
More than Three	707	2.5%	25	1.0%	732	2.4%
TOTAL	28,278	100.0%	2,620	100.0%	30,898	100.0%

NOTES: Percent totals may not add to 100% due to rounding.

Repeat offenders are those who have one or more prior adult Arizona commitments. Violent offenders include those committed for Homicide, Kidnapping, Sexual Assault, Robbery, Assault and Other Sex Offenses. Data not comparable to that published in previous years.

Inmate Admissions During Fiscal Year 2003

OFFENDER CATEGORY

Offender Category	Male	Percent	Female	Percent	Total	Percent
Non-Violent/First Offender	6,958	45.5%	1,360	65.0%	8,318	47.9%
Non-Violent/Repeat Offender	4,606	30.1%	477	22.8%	5,083	29.3%
Violent/First Offender	2,585	16.9%	199	9.5%	2,784	16.0%
Violent / Repeat Offender	1,132	7.4%	56	2.7%	1,188	6.8%
TOTAL	15,281	100.0%	2,092	100.0%	17,373	100.0%

FELONY CLASS

Class	Male	Percent	Female	Percent	Total	Percent
1	108	0.7%	8	0.4%	116	0.7%
2	1,704	11.2%	202	9.7%	1,906	11.0%
3	3,370	22.1%	360	17.2%	3,730	21.5%
4	5,677	37.2%	802	38.3%	6,479	37.3%
5	1,246	8.2%	162	7.7%	1,408	8.1%
6	3,158	20.7%	555	26.5%	3,713	21.4%
Other	18	0.1%	3	0.1%	21	0.1%
TOTAL	15,281	100.0%	2,092	100.0%	17,373	100.0%

ADMISSION TYPES

	Male	Percent	Female	Percent	Total	Percent
Court Commitment-New	7,212	47.2%	1,213	58.0%	8,425	48.5%
Court Commitment-Repeat	3,657	23.9%	407	19.5%	4,064	23.4%
Released Violator Returned	3,120	20.4%	324	15.5%	3,444	19.8%
Interstate Placement	82	0.5%	11	0.5%	93	0.5%
Condition of Probation	1,179	7.7%	128	6.1%	1,307	7.5%
Escapee Returned	6	0.0%	1	0.0%	7	0.0%
Absconder Returned	25	0.2%	8	0.4%	33	0.2%
TOTAL	15,281	100.0%	2,092	100.0%	17,373	100.0%

NOTES: Percent totals may not add to 100% due to rounding.

Repeat offenders are those who have one or more prior adult Arizona commitments. Violent offenders include those committed for Homicide, Kidnapping, Sexual Assault, Robbery, Assault and Other Sex Offenses. Data not comparable to that published in previous years.

Inmate Admissions During Fiscal Year 2003

COMMITMENT OFFENSES

	Male	Percent	Female	Percent	Total	Percent
Against Persons						
Homicide	267	1.7%	32	1.5%	299	1.7%
Kidnapping	149	1.0%	8	0.4%	157	0.9%
Sexual Assault	256	1.7%	5	0.2%	261	1.5%
Robbery	755	4.9%	34	1.6%	789	4.5%
Assault	1,884	12.3%	169	8.1%	2,053	11.8%
Subtotal	3,311	21.7%	248	11.9%	3,559	20.5%
Property						
Arson	25	0.2%	3	0.1%	28	0.2%
Burglary	1,365	8.9%	54	2.6%	1,419	8.2%
Larceny	1,075	7.0%	232	11.1%	1,307	7.5%
Vehicle Theft	1,125	7.4%	149	7.1%	1,274	7.3%
Forgery-Fraud	798	5.2%	347	16.6%	1,145	6.6%
Other Property	399	2.6%	72	3.4%	471	2.7%
Subtotal	4,787	31.3%	857	41.0%	5,644	32.5%
Morals-Decency						
Dangerous Drugs	2,764	18.1%	566	27.1%	3,330	19.2%
Sex Offenders	404	2.6%	7	0.3%	411	2.4%
Other Morals-Decency	58	0.4%	4	0.2%	62	0.4%
Subtotal	3,226	21.1%	577	27.6%	3,803	21.9%
Public Order						
DWI	2,404	15.7%	271	13.0%	2,675	15.4%
Other Public Order	1,275	8.3%	106	5.1%	1,381	7.9%
Subtotal	3,679	24.1%	377	18.0%	4,056	23.3%
Miscellaneous	278	1.8%	33	1.6%	311	1.8%
TOTAL	15,281	100.0%	2,092	100.0%	17,373	100.0%
Sentencing Code						
Truth in Sentencing	14,983	98.0%	2,064	98.7%	17,047	98.1%
Old Code	298	2.0%	28	1.3%	326	1.9%
TOTAL	15,281	100.0%	2,092	100.0%	17,373	100.0%

NOTE: Percent totals may not add to 100% due to rounding.

Inmate Admissions During Fiscal Year 2003

RACE GROUPS

Race	Male	Percent	Female	Percent	Total	Percent
Caucasian	6,538	42.8%	1,125	53.8%	7,663	44.1%
African American	1,981	13.0%	257	12.3%	2,238	12.9%
Native American	999	6.5%	194	9.3%	1,193	6.9%
Spanish Origin	5,522	36.1%	501	23.9%	6,023	34.7%
Asian/Pacific Islander	12	0.1%	7	0.3%	19	0.1%
Other	229	1.5%	8	0.4%	237	1.4%
TOTAL	15,281	100.0%	2,092	100.0%	17,373	100.0%

AGE GROUPS

Age	Male	Percent	Female	Percent	Total	Percent
17 and Under	94	0.6%	5	0.2%	99	0.6%
18-20	1,024	6.7%	70	3.3%	1,094	6.3%
21-24	2,637	17.3%	312	14.9%	2,949	17.0%
25-29	2,662	17.4%	368	17.6%	3,030	17.4%
30-34	2,633	17.2%	389	18.6%	3,022	17.4%
35-39	2,327	15.2%	404	19.3%	2,731	15.7%
40-44	1,929	12.6%	326	15.6%	2,255	13.0%
45-49	1,098	7.2%	136	6.5%	1,234	7.1%
50-54	503	3.3%	57	2.7%	560	3.2%
55-59	226	1.5%	20	1.0%	246	1.4%
60 or Older	148	1.0%	5	0.2%	153	0.9%
TOTAL	15,281	100.0%	2,092	100.0%	17,373	100.0%

NOTE: Percent totals may not add to 100% due to rounding.

Inmate Admissions During Fiscal Year 2003

COUNTY OF COMMITMENT

County	Male	Percent	Female	Percent	Total	Percent
Apache	70	0.5%	9	0.4%	79	0.5%
Cochise	265	1.7%	34	1.6%	299	1.7%
Coconino	312	2.0%	23	1.1%	335	1.9%
Gila	161	1.1%	24	1.1%	185	1.1%
Graham	93	0.6%	13	0.6%	106	0.6%
Greenlee	15	0.1%	6	0.3%	21	0.1%
La Paz	88	0.6%	7	0.3%	95	0.5%
Maricopa	10,040	65.7%	1,400	66.9%	11,440	65.8%
Mohave	583	3.8%	106	5.1%	689	4.0%
Navajo	274	1.8%	33	1.6%	307	1.8%
Pima	1,910	12.5%	248	11.9%	2,158	12.4%
Pinal	522	3.4%	53	2.5%	575	3.3%
Santa Cruz	52	0.3%	4	0.2%	56	0.3%
Yavapai	471	3.1%	72	3.4%	543	3.1%
Yuma	420	2.7%	58	2.8%	478	2.8%
Out of State	5	0.0%	2	0.1%	7	0.0%
TOTAL	15,281	100.0%	2,092	100.05	17,373	100.0%

NOTE: Percent totals may not add to 100% due to rounding.

Inmate Releases During Fiscal Year 2003

AVERAGE MONTHS SERVED (AMS)

Commitment Offense	Male	Percent	AMS	Female	Percent	AMS	Total	Percent	AMS
Against Persons									
Homicide	151	1.1%	120	19	1.0%	93	170	1.1%	117
Kidnapping	137	1.0%	77	7	0.4%	54	144	0.9%	76
Sexual Assault	222	1.6%	87	3	0.2%	32	225	1.4%	86
Robbery	627	4.5%	64	35	1.9%	50	662	4.2%	63
Assault	1,769	12.7%	36	160	8.7%	23	1,929	12.2%	35
Subtotal	2,906	20.9%	52	224	12.2%	34	3,130	19.9%	51
Property									
Arson	30	0.2%	46	4	0.2%	33	34	0.2%	45
Burglary	1,282	9.2%	41	46	2.5%	26	1,328	8.4%	40
Larceny	1,218	8.8%	31	216	11.8%	19	1,434	9.1%	29
Vehicle Theft	516	3.7%	18	70	3.8%	19	586	3.7%	18
Forgery-Fraud	705	5.1%	30	279	15.2%	24	984	6.2%	29
Other Property	435	3.1%	36	76	4.1%	29	511	3.2%	35
Subtotal	4,186	30.1%	33	691	37.7%	23	4,877	31.0%	31
Morals-Decency									
Dangerous Drugs	2,627	18.9%	35	527	28.8%	27	3,154	20.0%	34
Sex Offenders	338	2.4%	60	6	0.3%	29	344	2.2%	60
Other Morals-Decency	66	0.5%	36	12	0.7%	66	78	0.5%	41
Subtotal	3,031	21.8%	38	545	29.7%	28	3,576	22.7%	36
Public Order									
DWI	2,297	16.5%	19	249	13.6%	12	2,546	16.2%	18
Other Public Order	1,091	7.8%	22	93	5.1%	16	1,184	7.5%	22
Subtotal	3,388	24.3%	20	342	18.7%	13	3,730	23.7%	19
Miscellaneous									
	404	2.9%	31	31	1.7%	23	435	2.8%	31
TOTAL	13,915	100.0%	35	1,833	100.0%	24	15,748	100.0%	33
Sentencing Code									
Truth in Sentencing	13,140	94.4%	29	1,797	98.0%	22	14,937	94.9%	28
Old Code	775	5.6%	129	36	2.0%	97	811	5.1%	128
TOTAL	13,915	100.0%	35	1,833	100.0%	24	15,748	100.0%	33

Inmate Releases During Fiscal Year 2003

AVERAGE MONTHS SERVED (AMS) BY OFFENDER CATEGORY

Offender Category	Male	Percent	AMS	Female	Percent	AMS	Total	Percent	AMS
Non-Violent/First Offender	6,269	45.1%	24	1,167	63.7%	20	7,436	47.2%	23
Non-Violent/Repeat Offender	4,404	31.6%	37	435	23.7%	27	4,839	30.7%	36
Violent/First Offender	2,238	16.1%	54	178	9.7%	33	2,416	15.3%	52
Violent/Repeat Offender	1,004	7.2%	52	53	2.9%	38	1,057	6.7%	51
TOTAL	13,915	100.0%	35	1,833	100.0%	24	15,748	100.0%	33

AVERAGE MONTHS SERVED (AMS) BY FELONY CLASS

Class	Male	Percent	AMS	Female	Percent	AMS	Total	Percent	AMS
1	28	0.2%	146	1	0.1%	183	29	0.2%	147
2	1,369	9.8%	73	173	9.4%	56	1,542	9.8%	71
3	3,062	22.0%	55	293	16.0%	39	3,355	21.3%	54
4	5,132	36.9%	26	662	36.1%	20	5,794	36.8%	26
5	1,202	8.6%	20	159	8.7%	17	1,361	8.6%	20
6	3,077	22.1%	13	542	29.6%	11	3,619	23.0%	13
Other	45	0.3%	243	3	0.2%	37	48	0.3%	230
TOTAL	13,915	100.0%	35	1,833	100.0%	24	15,748	100.0%	33

NOTE: Percent totals may not add to 100% due to rounding.

*Repeat offenders are those who have one or more prior adult Arizona commitments.

Violent offenders include those committed for Homicide, Kidnapping, Sexual Assault,

Robbery, Assault and Other Sex offenses. Data not comparable to that published in previous years.

Inmate Releases During Fiscal Year 2003

RELEASE TYPES

Release Types	Male	Percent	Female	Percent	Total	Percent
Expiration of Sentence						
Old Code (Pre-TIS)	425	3.1%	4	0.2%	429	2.7%
New Code (TIS)	2,510	18.0%	319	17.4%	2,829	18.0%
To Probation	984	7.1%	105	5.7%	1,089	6.9%
Mandatory Release	21	0.2%	5	0.3%	26	0.2%
Parole	222	1.6%	20	1.1%	242	1.5%
Detainer	141	1.0%	0	0.0%	141	0.9%
Work Furlough	18	0.1%	2	0.1%	20	0.1%
Discretionary Release	0	0.0%	0	0.0%	0	0.0%
Provisional Release	99	0.7%	23	1.3%	122	0.8%
Earned Release Credit						
Old Code (Pre-TIS)	264	1.9%	10	0.5%	274	1.7%
New Code (TIS)	8,525	61.3%	1,250	68.2%	9,775	62.1%
Release by Court Order	36	0.3%	1	0.1%	37	0.2%
Absolute Discharge	454	3.3%	85	4.6%	539	3.4%
Return to Community Services (from temporary placement)	15	0.1%	0	0.0%	15	0.1%
Home Arrest	39	0.3%	0	0.0%	39	0.2%
Absconder	0	0.0%	0	0.0%	0	0.0%
Escapee	1	0.0%	0	0.0%	1	0.0%
Interstate Compact	27	0.2%	0	0.0%	27	0.2%
Death	84	0.6%	4	0.2%	88	0.6%
Execution	0	0.0%	0	0.0%	0	0.0%
Deportation at 1/2 Term	46	0.3%	3	0.2%	49	0.3%
Full Pardon	0	0.0%	0	0.0%	0	0.0%
Commutation	4	0.0%	2	0.1%	6	0.0%
TOTAL	13,915	100.0%	1,833	100.0%	15,748	100.0%

AGE GROUPS

Age	Male	Percent	Female	Percent	Total	Percent
17 and Under	23	0.2%	1	0.1%	24	0.2%
18-20	470	3.4%	29	1.6%	499	3.2%
21-24	2,010	14.4%	231	12.6%	2,241	14.2%
25-29	2,470	17.8%	277	15.1%	2,747	17.4%
30-34	2,406	17.3%	349	19.0%	2,755	17.5%
35-39	2,281	16.4%	376	20.5%	2,657	16.9%
40-44	2,003	14.4%	304	16.6%	2,307	14.6%
45-49	1,172	8.4%	177	9.7%	1,349	8.6%
50-54	618	4.4%	53	2.9%	671	4.3%
55-59	263	1.9%	24	1.3%	287	1.8%
60-Older	199	1.4%	12	0.7%	211	1.3%
TOTAL	13,915	100.0%	1,833	100.0%	15,748	100.0%

NOTE: Percent totals may not add to 100% due to rounding.

Inmate Community Supervision During Fiscal Year 2003

INMATES UNDER COMMUNITY SUPERVISION

Month	AZ Parole	Work Furlough	Home Arrest	Admin. Release	Interstate Parole	Truth-in-Sentencing	TOTAL
Jul 02	243	10	9	133	389	2,845	3,629
Aug 02	234	12	13	130	377	2,899	3,665
Sept 02	233	12	11	116	386	2,956	3,714
Oct 02	239	11	12	118	394	3,338	4,112
Nov 02	236	13	11	102	401	3,425	4,188
Dec 02	232	10	18	103	394	3,471	4,228
Jan 03	248	9	14	95	445	3,691	4,502
Feb 03	239	14	18	97	451	3,928	4,747
Mar 03	244	13	17	97	443	3,969	4,783
Apr 03	244	14	19	87	451	3,750	4,565
May 03	251	12	18	88	463	3,800	4,632
Jun 03	246	12	13	91	467	3,797	4,626

Definitions

PAROLE - a Board-granted release for inmates with a date of offense before 1/1/94

WORK FURLOUGH - a Board-granted supervised work release program for inmates with 12 to 14 months of Parole Eligibility, for date of offense before 1/1/94.

HOME ARREST - a Board-granted release program of home incarceration with electronic monitoring for inmates with a date of offense before 1/1/94, who are eligible for Emergency Parole, Regular Parole and/or Work Furlough consideration.

DISCRETIONARY RELEASE - a release granted by the Director to minimal-risk inmates who apply and demonstrate positive behavior.

EMERGENCY (EARLY) PAROLE - a Board-granted release to certain first-time offenders to relieve overcrowding, with date of offense before 1/1/94.

TEMPORARY RELEASE - an administrative release granted 90 days before designated release date to prepare the inmate for return to the community.

PROVISIONAL RELEASE - a supervised administrative release 180 days before the end of sentence for offenses before 1/1/94.

MANDATORY RELEASE - an automatic administrative supervised release 180 days before the expiration of sentence, providing one calendar year has been served, for offense dates before August 7, 1985.

INTERSTATE PAROLE - release to another state under the Interstate Compact Agreement to serve parole.

TRUTH-IN-SENTENCING - release to community supervision for an inmate sentenced on or after 1/1/94 and who has served at least 85% of the imposed sentence.

Adult Crimes: National Comparison

**ADULTS ARRESTED FOR PART I CRIMES
BY TYPE OF CRIME
A COMPARISON OF THE NATION AND ARIZONA
2002**

	NATIONWIDE*	PERCENT	ARIZONA**	PERCENT
Murder & Non-Negligent Manslaughter	12,377	0.7%	254	0.7%
Forcible Rape	23,611	1.4%	176	0.5%
Robbery	83,004	4.9%	1,261	3.5%
Aggravated Assault	421,570	24.9%	5,967	16.4%
Burglary	208,297	12.3%	3,365	9.2%
Larceny - Theft	834,887	49.3%	21,407	58.7%
Motor Vehicle Theft	100,469	5.9%	3,922	10.8%
Arson	8,425	0.5%	89	0.2%
All Part I	1,692,640	100.0%	36,441	100.0%

* Source: Crime in the United States 2002.
Federal Bureau of Investigation, United States Department of Justice, Washington, D.C., 2002.

Note: National numbers adjusted for incomplete reporting.

Reporting U.S. population=179,500,199; actual U.S. population=288,368,698.

** Source: Crime in Arizona 2002. Arizona Department of Public Safety, Phoenix, AZ, 2002.

Adult Crimes: State Comparisons

State	State Pop.	Incarceration 2002		Crime 2002		Violent Crime 2002		Turnover 1998		Prison Cost 2000	
	Rank	Rank	Rate	Rank	Rate	Rank	Rate	Rank	Rate	Rank	Rate
Alabama	23	5	612	17	4,465	21	444	20	335	49	\$25.19
Alaska	47	23	396	20	4,310	12	563	1	827	1	\$111.89
ARIZONA	19	9	513	1	6,386	13	553	19	344	26	\$56.66
Arkansas	33	12	479	23	4,158	22	424	8	435	45	\$39.35
California	1	16	452	27	3,944	10	593	2	753	22	\$62.29
Colorado	22	20	415	19	4,348	27	352	29	286	12	\$73.12
Connecticut	29	21	405	40	2,997	33	311	49	104	15	\$71.07
Delaware	45	15	453	28	3,939	9	599	6	474	17	\$66.94
Florida	4	17	450	3	5,421	2	770	28	290	36	\$49.39
Georgia	10	7	552	15	4,507	20	459	21	328	30	\$53.68
Hawaii	42	38	308	2	6,044	41	262	4	541	4	\$90.00
Idaho	39	13	461	37	3,173	42	255	15	381		NA
Illinois	5	33	336	26	4,016	8	621	10	416	31	\$53.54
Indiana	14	29	348	30	3,750	26	357	24	322	34	\$53.08
Iowa	30	39	284	35	3,448	36	286	25	311	29	\$54.02
Kansas	32	34	327	25	4,087	24	377	23	323	35	\$51.48
Kentucky	26	25	380	41	2,903	38	279	16	381	38	\$45.77
Louisiana	24	1	794	7	5,098	6	662	3	696	47	\$32.10
Maine	40	50	141	44	2,656	48	108	48	108	8	\$76.00
Maryland	18	19	425	11	4,747	3	770	13	398	27	\$56.00
Massachusetts	13	42	234	38	3,094	18	484	50	102	2	\$98.99
Michigan	8	10	501	29	3,874	14	540	33	276	16	\$68.18
Minnesota	21	49	141	33	3,535	40	268	44	167	5	\$84.87
Mississippi	31	2	743	22	4,159	31	343	14	389	43	\$42.91
Missouri	17	8	529	14	4,602	15	539	7	459	46	\$35.61
Montana	44	27	361	34	3,513	28	352	36	262	11	\$74.19
Nebraska	38	44	228	21	4,257	32	314	41	192	18	\$64.90
Nevada	35	11	483	16	4,498	7	638	9	410	40	\$44.93
New Hampshire	41	46	192	49	2,220	47	161	46	157	33	\$53.12
New Jersey	9	36	322	39	3,024	25	375	17	359	13	\$72.88
New Mexico	36	37	309	8	5,078	4	740	37	249	9	\$75.98
New York	3	30	346	43	2,804	17	496	27	297	6	\$83.52
North Carolina	11	31	345	13	4,721	19	470	31	278	20	\$63.65
North Dakota	48	48	161	47	2,406	50	78	40	223	28	\$55.10
Ohio	7	22	398	24	4,107	29	351	18	358	25	\$60.22
Oklahoma	28	4	667	12	4,743	16	503	12	408	41	\$44.62
Oregon	27	32	342	10	4,868	34	292	42	181	19	\$64.54
Pennsylvania	6	35	325	42	2,841	23	402	45	162	10	\$74.23
Rhode Island	43	47	191	31	3,589	37	285	43	178	3	\$96.06
South Carolina	25	6	555	4	5,297	1	822	11	410	42	\$43.78
South Dakota	46	26	378	48	2,279	46	177	22	328	48	\$30.81
Tennessee	16	18	430	9	5,019	5	717	30	284	39	\$45.45
Texas	2	3	692	5	5,190	11	579	5	526	44	\$40.65
Utah	34	43	233	18	4,452	43	237	35	260	21	\$63.50
Vermont	49	45	214	45	2,530	49	107	38	246	7	\$78.52
Virginia	12	14	460	50	2,140	35	291	34	263	32	\$53.23
Washington	15	40	261	6	5,107	30	345	39	220	14	\$72.36
West Virginia	37	41	250	46	2,515	44	234	47	142	37	\$47.78
Wisconsin	20	24	391	36	3,253	45	225	32	280	23	\$61.83
Wyoming	50	28	348	32	3,581	39	274	26	299	24	\$61.79

Rates are expressed per 100,000 state residents. *Source:* Crime in the United States 2002, Federal Bureau of Investigation, United States Department of Justice, Washington, D.C., 2002.

Incarceration Rate = the number of prisoners with sentences of more than one year per 100,000 residents. *Source:* Prisoners in 2002, Bureau of Justice Statistics, United States Department of Justice, Washington, D.C., 2002.

Turnover Rate = individuals committed to state correctional facilities + individuals released from the state correctional facilities per 100,000 state residents. *Source:* Correctional Populations in the United States, 1998, United States Department of Justice, Washington, D.C., 2002.

Prison Cost = average cost per inmate per day. *Source:* The Correctional Yearbook 2001, Criminal Justice Institute, Inc., Middleton, CT., 2002.

Arizona Department of Corrections Web Site: <http://adcprisoninfo.az.gov/>

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