Agency Strategic Plan

2015-2019

Approved by ACC Director Sheila Sharp, December 2014

Approved by the Board of Corrections

Vision: Public Safety is paramount in our supervision, sanctions and services that facilitate positive change in offenders.

Motto: "Serving Justice"

Philosophy: "We place priority on public safety while providing opportunities for positive change."

Guiding Principles and Core Values:

- Accountability – We accept responsibility and consequences for our actions.
- Integrity – We exhibit professional conduct with the highest ethical standards.
- Honor – We serve the public in a manner that exhibits good qualities and character.
- Justice – We employ equitable processes ensuring fair outcomes that promote public safety.
- Loyalty – We support and show allegiance to the ACC mission, goals and objectives.
- Duty – We fulfill the responsibilities of our jobs in accordance with laws, policies, and procedures.
- Teamwork – We work together as "one team" for the success of the agency.

Agency Mission Statement: To enhance public safety by enforcing state laws and court mandates through community partnerships and evidence-based programs that hold offenders accountable while engaging them in opportunities to become law-abiding, productive citizens.

AGENCY GOAL 1.

Use of appropriate and effective supervision of adult offenders and evidence-based sanctions and incentives promote public safety and reduce recidivism.

Objective 1: To provide evidence-based, non-residential community supervision and services to all offenders ordered to ACC supervision.

Strategy 1: ACC will seek positions and resources to ensure that officer and treatment staff caseloads will be comparable to a nationally accepted standard.

Strategy 2: ACC will maintain and update as necessary a comprehensive Parole and Probation Services manual.

Strategy 3: The Parole and Probation Officer Academy will provide officers essential and exceptional training for effective supervision and officer safety.

Strategy 4: Treatment staff will be credentialed or work towards credentialing under the supervision of a clinical supervisor.

Strategy 5: Comprehensive staff development will include motivational interviewing, coaching and situational training skills.

Strategy 6: Institutional Release Services will identify when an offender is eligible for parole consideration, schedule the offender for a parole hearing/screening and release those offenders approved by the Arkansas Parole Board.

Strategy 7: ACC will establish and maintain a continuum of intense non-residential, community-based sanctions, programs, treatment and services necessary to effectively address behavioral problems, risks and needs of offenders under community supervision.

Strategy 8: ACC will utilize Case Management practices to develop supervision plans, ensure conditions of supervision are met and make appropriate referrals to help offenders succeed.

Strategy 9: ACC will coordinate with ADC and community providers prior to an offender's release on parole to ensure mental health and other essential services are available upon release.

Strategy 10: ACC will utilize a validated risk and needs assessment tool that identifies an offender's risk of reoffending and assesses criminogenic needs for treatment.

Strategy 11: ACC will utilize and update as necessary a validated Offender Violation Guide (OVG) to respond promptly, uniformly and appropriately to offender violations and to target supervision and resources to offenders who have a higher risk of reoffending.

Strategy 12: GPS Monitoring Services will be utilized to provide an additional sanction to assist officers in tracking and monitoring offenders.

Strategy 13: Kiosks will be deployed and operated in ACC offices to assist in the supervision of low-risk offenders.

Strategy 14: The ACC Sex Offender Aftercare Program will provide intense supervision of sex offenders by specialized parole/probation officers, a team of polygraph examiners, certified voice stress analysts and aftercare coordinators.

Strategy 15: Substance Abuse Program Leaders will be employed statewide to provide and coordinate substance abuse and mental health counseling, life and social skills, employment readiness, health education and referral services for co-occurring disorders.

Strategy 16: ACC will operate Day Reporting Centers designed to provide structured programs and accountability through close supervision and surveillance.

Strategy 17: ACC Career and Planning Specialists will be used, to the extent authorized, to assist offenders in obtaining employment and to coordinate community services, litter pick-up and county work programs.

Strategy 18: Serious incidents will be reported to the Director in accordance with the applicable Administrative Directive, and as deemed necessary, the Director will appoint a committee to conduct Critical Incident Reviews.

Strategy 19: ACC will employ a Special Response Team (SRT) Coordinator and will assign a specialized officer(s) in each Area Office to the Agency SRT that has the primary objective of reengaging high-risk offenders evading supervision or in an abscond status; and responding to statewide emergency situations.

Strategy 20: ACC will implement all Board of Correction regulations, directives, judicial orders, and adhere to all laws governing supervision, sanctions and revocation referrals.

Objective 2: To support expanded and established judicial courts as alternatives to typical probation supervision in accordance with funding and statutory authority.

Strategy 1: Subject to appropriation, funding and position authorization and as outlined in law, ACC will facilitate the objectives of specialized "accountability" court programs such as Drug Courts, HOPE Courts, Mental Health Courts, Veterans' Courts, Alternative Sentencing Courts or SWIFT Courts, by providing staffing, supplies and supervision of offenders in court-ordered treatment and educational programs.

Strategy 2: ACC will seek funding to develop and coordinate with judicial districts to implement evidence-based probation services that include risk and needs assessments and pre-sentence investigations of all offenders.

Objective 3: Positive Offender Behavior will be recognized and rewarded.

Strategy 1: Offenders may earn good time or discharge credit as reinforcement for compliance with conditions of supervision as may be legislatively or judicially authorized.

Strategy 2: ACC will utilize an incentives guide to provide motivation for offenders to continue to comply with conditions of supervision.

Strategy 3: ACC reentry efforts will seek various incentives as motivation for offenders to comply with conditions of supervision.

Objective 4: All ACC parole and probation services will achieve and maintain ACA accreditation.

Strategy 1: ACC will employ an ACA Accreditation Manager and conduct periodic and annual audits to ensure compliance is maintained.

Strategy 2: ACC will conduct and document all required staff training to achieve compliance with standards.

Strategy 3: ACC will review all Administrative Regulations, Administrative Directives and internal policies annually and will modify and update when necessary to comply with ACA standards.

Strategy 4: ACC will maintain and use an ACA e-file system to facilitate accreditation requirements.

AGENCY GOAL 2

A continuum of community-based sanctions and services holds offenders accountable, reduces barriers to success, improves their ability to become productive and lawful members of the community, reduces recidivism and enhances public safety.

Objective 1: To develop and implement traditional and community-based programs and services needed to assist offenders in leading crime-free lives.

Strategy 1: ACC will strive to meet the recommendations in the Act 1190 of 2013 comprehensive reentry plan.

Strategy 2: ACC will effectively administer a federal Beyond the Walls reentry grant through activities that focus on coalition building and providing reentry services to areas with a high volume of offenders and rural areas where there are fewer services.

Strategy 3: ACC will facilitate efforts to cultivate partnerships with state, community and volunteer organizations.

Strategy 4: ACC will increase the opportunities for faith-based organizations statewide to positively impact offenders in the community.

Objective 2: Through collaboration and best practices, ACC will create and expand partnerships to provide marketable skills, living accommodations and educational opportunities to offenders.

Strategy 1: ACC will refer and facilitate academic and vocational education to increase job readiness, marketable work skills and employment opportunities.

Strategy 2: ACC will facilitate the connection of offenders to available health and social programs to the greatest extent possible and within available funding and as may be leveraged through the federal Affordable Health Care Act.

Strategy 3: ACC will facilitate the delivery of affordable transitional housing through collaborative arrangements with licensed providers.

Strategy 4: ACC will educate employers on federal work-opportunity tax credits for employing offenders.

Strategy 5: ACC will explore possible legislation granting state tax credits for employing offenders.

Objective 3: To enhance communications with community leaders and the law enforcement community to facilitate development and recognition of community coalitions.

Strategy 1: ACC will develop a community communications strategy for the recognition of exceptional reentry services encompassing an electronic newsletter, webpage and effective use of available social media.

Strategy 2: ACC will establish a comprehensive reentry resources portal (The Good Grid) that will be available through the agency website on a 24-hour, 7 day-per-week basis.

Strategy 3: The ACC Reentry Director, the Volunteer Coordinator and ACC staff statewide will enlist the assistance of individuals and charitable organizations throughout the state to provide services to offenders.

Strategy 4: The ACC Special Response Team (SRT) will coordinate and assist local law enforcement statewide in the apprehension of high-risk absconders and offenders.

AGENCY GOAL 3.

Agency oversight is facilitated through project management and quality assurance that promote accountability and effective decision making.

Objective 1: Data Collection processes facilitate the assessment of ACC programs and release of information in order to determine success in reducing recidivism.

Strategy 1: ACC will maintain a customized electronic offender management information system (eOMIS) to facilitate information collection and sharing.

Strategy 2: An ACC Quality Assurance Committee will meet periodically to ensure data entered into systems is accurate and will work to ensure data integrity and quality assurance methods are used for data collection.

Strategy 3: Outcome and performance measures will be analyzed to aid in recognition of issues that need correcting.

Strategy 4: An ACC Annual Report will provide details of agency operations for use in evaluating outcomes and improving performance.

Objective 2: Release of ACC Offender Information is governed by Administrative Regulation and statutory authority to assure offender confidentiality but provide access to information by legislators and members of the law enforcement community as needed for appropriate review and investigation purposes.

Strategy 1: An ACC Administrative Regulation will govern the release of information.

Strategy 2: ACC will abide by provisions of the Freedom of Information Act and other laws governing the release of information.

Strategy 3: ACC will encourage and provide access to integrated justice sharing of eOMIS data for members of the law enforcement community.

Strategy 4: ACC will include pertinent reports, studies and publications on its public website.

Objective 3: To support the development and utilization of an appropriate range of sentencing and sanction options.

Strategy 1: ACC will cooperate with and provide information in the enactment of legislative sentencing options that facilitate public safety and enable appropriate non-violent offenders to remain in the community.

Strategy 2: ACC will collaborate with the Board of Corrections, legislators, judges, prosecutors and other key stakeholders to develop and implement an array of sentencing and sanction options.

Strategy 3: ACC will continue to evaluate and adjust the OVG as research and practice dictates to provide appropriate community-based sanctions.

Objective 4: Research will be accurate, timely and enhance the operation of the agency.

Strategy 1: ACC data collection, program evaluation and research functions ensure the integrity of information released to the public.

Strategy 2: ACC will develop policies that ensure accurate information is provided for appropriate oversight.

Strategy 3: ACC will improve information technology functions and quality assurance measures that enhance the capture and analysis of internal data.

Strategy 4: ACC will contract with independent consultants as needed to enhance the integrity of research and data studies.

Strategy 5: ACC will recruit and utilize research students to assist in research projects.

Strategy 6: ACC will conduct research studies as legislatively mandated or as required in response to Board of Corrections, legislative and agency needs.

AGENCY GOAL 4.

Provide alternatives to traditional prison through residential programs and community-based sanctions.

Objective 1: To operate community correction centers in a secure environment for non-violent offenders sentenced/placed by the courts/Parole Board for the purpose of treatment and/or behavior modification.

Strategy 1: Laws, policies and practices govern the placement of offenders in appropriate Community Corrections Center programs based on target offenses, the need for corrective behavior as an alternative to prison and effective utilization of resources.

Strategy 2: All ACC residential facilities will be evaluated and repurposed as needed to meet judicial and administrative requirements to achieve the best possible results.

Strategy 3: The ACC Residential Services Basic Training (RSBT) Academy will provide all staff essential training for safety, security, reentry and effective supervision.

Strategy 4: Serious Incidents will be reported to the Director in accordance with the applicable Administrative Directive, and the Director will appoint a committee as deemed necessary to conduct Critical Incident Reviews.

Strategy 5: Treatment staff will be credentialed or will work toward credentialing under the supervision of a clinical supervisor.

Objective 2: To operate residential programs for the short-term confinement of offenders who commit technical violations of conditions of their community supervision for the purpose of correcting behaviors.

Strategy 1: The Offender Violation Guide outlines behaviors that could result in the confinement of an offender to a TVP.

Strategy 2: Offenders sanctioned to TVP shall not have committed a new felony.

Strategy 3: Offenders sanctioned to TVP must complete an initial work program assignment as required by policy.

Strategy 4: Offenders sanctioned to TVP will be evaluated by a counselor to identify factors contributing to their parole violations and be assigned to appropriate programs.

Strategy 5: Offenders may not be sanctioned to TVP for more than two program assignments.

Objective 3: All ACC confinement facilities will achieve and maintain Arkansas Drug and Alcohol Abuse Prevention, Prison Rape Elimination Act (PREA) and American Correctional Association (ACA) licensure and/or accreditation standards as appropriate.

Strategy 1: ACC will employ an ACA Accreditation Manager and implement periodic and annual audits to ensure compliance is maintained.

Strategy 2: ACC will conduct and document all required staff training to achieve compliance with applicable standards.

Strategy 3: ACC will establish an e-file system to facilitate accreditation/licensure requirements.

Strategy 4: ACC will review all Administrative Regulations, Administrative Directives and internal policies annually and will modify and update when necessary to comply with ACA standards.

Strategy 5: ACC will employ a PREA Accreditation Manager and implement periodic and annual audits to ensure compliance is maintained.

Strategy 6: ACC will work to fully implement PREA standards at ACC-operated residential facilities.

Strategy 7: ACC will ensure ADAP licenses are achieved and maintained.

AGENCY GOAL 5.

To provide cost-effective programs and services.

Objective 1: To determine annually an average cost of ACC's community based services.

Strategy 1: ACC Administrative Services will determine the annual cost per day for community-based services for inclusion in the annual report.

Strategy 2: A budget evaluation team will evaluate increases in cost per day for each residential facility to determine where efficiencies can be made and provide recommendations to the Director.

Strategy 3: Utilization of Community Correction beds will be no less than 95% of capacity at all times.

Objective 2: To evaluate and implement operational cost savings as mandated or where opportunities exist.

Strategy 1: ACC's Strategic Energy Plan will reduce the annual building maintenance and operating budget devoted to energy consumption in accordance with Executive Order 09-07 and Act 1494 of 2009 and promote agency operations and practices that will reduce, to the extent practicable, the environmental impact of overall operations.

Strategy 2: ACC will actively pursue utilization of programs and services for offenders that can be reimbursed under the federal Affordable Healthcare Act in lieu of state costs.

Strategy 3: ACC will seek additional federal, state, and community investment in programs and services that assist offenders to successfully return to the community.

Strategy 4: ACC will facilitate electronic systems enhancements that will automate reporting to save staff time and generate savings in cost of paper/printing.

Strategy 5: ACC will encourage employees to identify potential waste and recommend alternatives for savings where feasible.

Strategy 6: Immeasurable budget savings for state and local communities will be achieved by reducing recidivism, substance abuse and criminal activity.

AGENCY GOAL 6.

To attract and retain quality staff.

Objective 1: To attract and recruit a highly trained workforce.

Strategy 1: Seek market-level increases in salaries, benefits and other incentives.

Strategy 2: Improve the pre-screening of applicants to ensure the most qualified candidates are interviewed.

Strategy 3: Develop and implement a physical assessment program for new and incumbent officers.

Strategy 4: ACC will develop a recruiting plan which will include job fairs, social media and the agency website.

Objective 2: Improve Staff Retention

Strategy 1: Seek authority for labor market increases and compensation that will retain qualified competent staff.

Strategy 2: ACC will seek additional positions and resources needed to reduce stress and burnout of employees.

Strategy3: Enhance training and staff development opportunities that meet agency and employee needs.

Strategy 4: Create and implement a professional development and career advancement training program.

Strategy 5: Develop a Management Level Training Program and require all staff advancing to a supervisory role to complete the course within one year of promotion.

Strategy 6: Establish a Training Committee to develop a comprehensive and prioritized training plan for ACC staff.

Strategy 7: Provide security and technology equipment needed by staff to effectively and safely perform their duties.

Strategy 8: Enhance in-service training opportunities to ensure adequate classes for all personnel.

Strategy 9: Support staff membership in AACET, employee associations and professional organizations that provide assistance and recognition to ACC employees.

Strategy 10: Provide an annual agency-wide awards ceremony to recognize employees exhibiting exemplary service to the agency.

Strategy 11: Provide uniforms to all officers to aid in exhibiting a professional appearance provide identification for security purposes and enhance morale.

Strategy 12: An agency grievance procedure enables applicable employees to present a grievance with assurance they will receive a prompt review, impartial consideration and an equitable disposition of their grievance.

Objective 3: To promote and maintain a positive agency image respected throughout the state and criminal justice community.

Strategy 1: Reimaging of the agency requires that leadership at all levels exemplify honor, integrity and commitment to public service.

Strategy 2: ACC's everyday efforts will reflect the motto of "*Serving Justice.*"

Strategy 3: ACC employees will adhere to the agency's guiding principles and core values.

Strategy 4: ACC will provide and maintain a monthly internal e-newsletter and internal website to enhance and encourage communications with all staff.

Strategy 5: Staff from all levels of the agency will be encouraged to engage in and be involved in strategic decisions.

Strategy 6: ACC will encourage media coverage of agency programs and services that positively reflect on the agency.

ATTACHMENT – PERFORMANCE TARGETS

Arkansas Community Correction

PERFORMANCE TARGETS FOR FISCAL YEARS 2015 – 2019

Agency Goal 1. Effectively Supervise to Promote Public Safety and Reduce Recidivism

Description	Methods/Data Source	FY'2014-15	FY'2015-16	FY'2016-17	FY'2017-18	FY'2018-19
Objective 1						
% regular probationers/parolees testing negative for drugs	Review of offender drug testing records	65%	65%	70%	70%	70%
% offenders in programs	Monthly eOMIS report	85%	86%	87%	87%	87%
% probationers revoked	eOMIS reports – Establish CY base-line for rearrests, re-incarceration, and reconviction	Establish CY baseline	Decrease 1 percentage point	Decrease 1 percentage point	Decrease 1 percentage point	Decrease 1 percentage point
% parolees incarcerated in prison for new crimes within 3 years after release to the community	Recidivism of parolees/releases concerning rearrests, re-incarceration and reconviction	Rearrests 57.5% Reconvict 30.1% Reincar. 42.2%	Rearrests 55.5% Reconvict 28.1% Reincar. 40.2%	Decrease 2 percentage points	Decrease 2 percentage points	Decrease 2 percentage points
% of probationers incarcerated for new crimes within 3 years after release to the community	Recidivism study of probationers	Establish baseline for CY 13	20%	15%	10%	10%
Officer/regular offender ratio	Personnel and population records	1:30 high 1:60 med 1:90 low	1:30 high 1:60 med 1:90 low	1:30 high 1:60 med 1:90 low	1:30 high 1:60 med 1:90 low	1:30 high 1:60 med 1:90 low
Supervisor/staff ratio	Personnel and population reports	1:10	1:10	1:10	1:10	1:10
% referral to required GED and Literacy programs	Enrollment and attendance records	100%	100%	100%	100%	100%
SAPL to offender ratio	Personnel and population records	1:125	1:125	1:125	1:125	1:125
# Day Reporting Centers	Agency monthly activity reports	5	7	9	12	15
Accreditation/License	ACA,ADAP, PREA audit results	Reaccred/lic	Reaccred/lic	Reaccred/lic	Reaccred/lic	Reaccred/lic
Objective 2						
% specialized court offender testing negative	Review of offender drug testing records in eOMIS	85%	85%	85%	85%	85%
Advisor/Counselor to officer ratio	Personnel & population records	1:30	1:30	1:30	1:30	1:30

% referred to GED/literacy programs as required by courts	Enrollment and attendance records	100%	100%	100%	100%	100%
# specialized courts available	Agency monthly activity	49	69	71	74	77
Specialized court probationers incarcerated in prison for new crimes within 3 years	Recidivism study	Establish base	Maintain baseline	Maintain baseline	Maintain baseline	Maintain baseline
Officer/specialized court offender ratio	Personnel and population records	1:30	1:30	1:30	1:30	1:30
Objective 3						
% earned discharge credit awarded offenders	eOMIS monthly report	50%	Increase 2 percentage pts	Increase 2 percentage pts	Increase 2 percentage pts	Increase 2 percentage pts
Objective 4						
ACA Accreditation and outpatient substance abuse treatment licensing	ACA and ADAP audit results/findings	Reaccred/lic. renewal	Reaccred/lic. renewal	Reaccred/lic. renewal	Reaccred/lic. renewal	Reaccred/lic. renewal

Agency Goal 2. Community-based Continuum of Offender Sanctions and Services

Description	Method/Data Source	FY'2014-15	FY'2015-16	FY'2016-17	FY'2017-18	FY'2018-19
Objective 1						
# volunteer hours provided to and by ACC	Reentry (financial/nonfinancial records	80,000 hrs.	82,000	83, 920	85,840	90,000
# service providers	Review of internal documents	41	75	175	200	250
# offenders placed in jobs	eOMIS and contract reports	50%	55%	65%	70%	75%
Identify veterans for VA benefits	eOMIS and activity reports	100%	100%	100%	100%	100%
GED/HS and literacy programs are accessible to offenders statewide	Review of internal records, e.g.	52 offices	52 offices	53 offices	52 offices	52 offices
% reduction of current ADC backlog who need transitional housing upon release	Monthly activity reports, eOMIS, expenditure reports	Decrease 5%	Decrease 5%	Decrease 5%	Decrease 5%	Decrease 5%
Objective 2						
# referrals for Affordable Health Care enrollment	Advisor/counselor activity reports, eOMIS, internal records	100%	100%	100%	100%	100%
Annual forums (per area) with law enforcement/related	Annual meeting notices/documents	12	12	12	12	12
Objective 3						
# new coalitions	Reentry documents	5	7	9	11	13

Agency Goal 3. Project Management, IT, Research/Evaluation

Description	Method/Data Source	Fy'2014-15	FY'2015-16	FY'2016-17	FY'2017-18	FY'2018-10
Objective 1						
Data accuracy standard error rate	eOMIS and other internal/external systems and reports	+or-5%	+or-5%	+or-5%	+or-5%	+or-5%
eOMIS user knowledge testing	eOMIS screen test user passing %	In design	In design	85%	85%	90%
Objective 2						
Compliance with reporting, publish annual report by October 31	Reports made available on ACC website	100% compliance	100% compliance	100% compliance	100% compliance	100% compliance
Compliance with valid FOI requests	Legal documents and complaints	100%	100%	100%	100%	100%
Objective 3						
Data collection systems validation	Validation results and outcomes	100%	100%	100%	100%	100%
Objective 4						
IT Plan progress	Monthly progress/directors Board of Corrections reports	95%	95%	95%	95%	95%

Agency Goal 4. Non-traditional Prison Alternatives—Residential

Description	Methods/Sources	FY"2014-15	FY'2015-16	FY'2016-17	FY'2017-18	FY'2018-19
Objective 1						
Bed capacity	Board of Corrections records	1603	1603	1603	1603	1603
# walk-a-way incidents	Incident reports	0	0	0	0	0
# resident assaults w/weapon	Incident reports	0	0	0	0	0
% negative offender drug tests results other than at intake	Electronic drug test results (eOMIS)	95%	95%	95%	95%	95%
Community service hours	Center work crew records	125,000	130,000	135,000	140,000	150,000
% residents transferred to ADC for disciplinary reasons	Facility transfer records	5%	5%	4%	4%	3%
# unreasonable use of force incidents	Conduct and incident reports	0	0	0	0	0
Treatment counselor to center bed ratio	Personnel and bed capacity records	1:25	1:25	1:25	1:25	1:25
% program plans & assessments in 30 days	ACA, ADAP audit reports	100%	100%	100%	100%	100%
% enrolled in required GED/literacy programs	Enrollment/attendance records	100%	100%	100%	100%	100%
Accreditation/licensure	ACA, ADAP, PREA audit findings and reports	Reaccred. License	Reaccred/lic. (PREA incl.)	Reaccred/lic. (PREA incl.)	Reaccred/lic. (PREA incl.)	Reaccred/lic. (PREA incl.)
% recidivism rate for CCC	Research studies	Establish base	Reduction 2%Rearrest 1% reincarc.	Reduction 2%Rearrest 1% reincarc.	Reduction 2%Rearrest 1% reincarc.	Reduction 2%Rearrest 1% reincarc.
% suicide incidents responded to timely	Review of incidents reports	100%	100%	100%	100%	100%
Objective 2 – TVP						
# walk-a-ways	Review incident reports	0	0	0	0	0
# resident assaults w/weapon	Review incident reports	0	0	0	0	0
% negative drug tests other than intake	Electronic drug tests results, eOMIS	98%	98%	98%	98%	98%
% residents revoked to ADC	Facility treatment and release records	5%	5%	5%	5%	5%
#unreasonable use of force incidents	Conduct and incident reports	0	0	0	0	0
Treatment counselor positions to center bed ratio	Personnel and bed capacity records	1:25	1:25	1:25	1:25	1:25

% enrolled in required GED/Lit.	Enrollment/attendance records	100%	100%	100%	100%	100%
% suicide incidents responded to timely	Review of incident reports	100%	100%	100%	100%	100%
ACA/PREA Accreditation and ADAP licensure	Audit findings and reports	Reaccred. Licensure	Reaccred. Licensure	Reaccred. Licensure	Reaccred. Licensure	Reaccred. Licensure
% recidivists TVP	Recidivism studies	Establish base	Decrease 2% rearrests 1% reincar.	Decrease 2% rearrests 1% reincar.	Decrease 2% rearrests 1% reincar.	Decrease 2% rearrests 1% reincar.
Objective 3						
Accreditation/license	ACA, ADAP, PREA audit findings	Reaccred. Licensure	Reaccred. Licensure	Reaccred. Licensure	Reaccred. Licensure	Reaccred. Licensure

Agency Goal 5. Cost-effective Programs and Services

Description	Methods/Sources	FY'2014-15	FY'2015-16	FY'2016-17	FY'2017-18	FY'2018-19
Objective 1 and 2						
Average cost per day per CCC offender	Review of expenditure reports	Not to exceed GNP for inflation	Not to exceed GNP for inflation	Not to exceed GNP for inflation	Not to exceed GNP for inflation	Not to exceed GNP for inflation
Average cost per day per TVP offender	Review of expenditure reports	Not to exceed GNP for inflation	Not to exceed GNP for inflation	Not to exceed GNP for inflation	Not to exceed GNP for inflation	Not to exceed GNP for inflation
Employee lawsuits w/ financial award	Legal documents and complaints	0	0	0	0	0
Offender lawsuits w/ financial award	Legal documents and complaints	0	0	0	0	0
# prior year audit findings repeated in subsequent audit	Legislative audit findings, and responses	2	2	2	2	2
Reduced energy costs	Review of energy plan activity reports	Compliance with plan	Compliance with plan	Compliance with plan	Compliance with plan	Compliance with plan
% offenders referred to Affordable Health Care	Review of contracts or agreements with outside agencies	100%	100%	100%	100%	100%
ACC processes are automated	Review of programs and processes for automation	50%	75%	100%	100%	100%

Agency Goal 6. Attract and Retain Quality Staff

Description	Methods/Sources	FY'2014-15	FY'2015-16	FY'2016-17	FY'2017-18	FY'2018-19
Objective 1						
Recruiting other than social media	Job fairs	1-3	1-3	1-3	1-3	1-5
External agency turnover rate	Review of HR reports & AASIS, personnel actions	10%	10%	10%	10%	10%
Average positions vacant	Advertising methods and turnover reports	8%	8%	8%	8%	8%
Pass annual physical fitness	Assessments and testing	95%	95%	98%	98%	98%
Objective 2						
Training requirements met	Review training, ACA, JAKE, EagleNet records	100%	100%	100%	100%	100%
Objective 3						
Informative website and positive image	Review of site updates, newsletters, reports, complaints, and online publications	100%	100%	100%	100%	100%
Employee grievances with merit	HR and grievance records	0	0	0	0	0