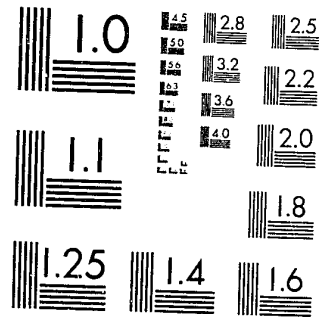


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National Institute of Justice  
United States Department of Justice  
Washington, D. C. 20531

6/8/84

92322

# Arizona Department of Corrections

## Annual Report 1982-1983

James G. Ricketts  
Director

Department of Corrections  
1982-1983  
Annual Report



U.S. Department of Justice  
National Institute of Justice

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*"There are no hopeless situations . . .  
only those who have lost hope."*

*James G. Ricketts*



Bruce Babbitt  
Governor

Arizona Department of Corrections  
321 West Indian School Road  
Phoenix, Arizona 85013

James G. Ricketts, Ph.D.  
Director

Published October 1983  
by  
Public Information Office

John A. Turner  
Editor

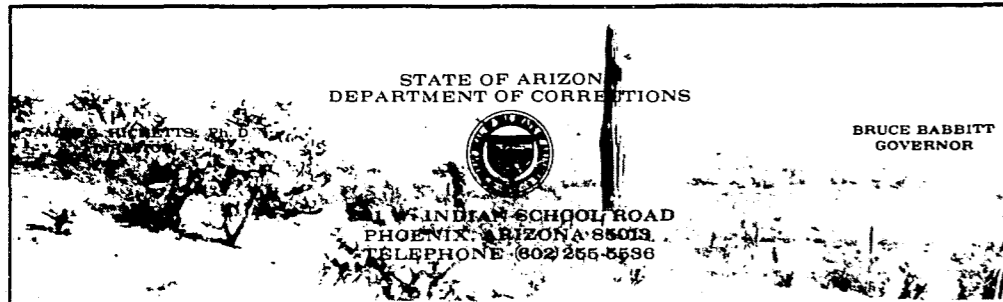
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The Honorable Bruce Babbitt  
Governor of Arizona  
State Capitol  
Phoenix, AZ 85007

Dear Governor Babbitt:

The Arizona State Department of Corrections is pleased to submit to you the Annual Report for FY 1982-83. Generally, statistical data contained in the report covers fiscal year 1982-83; however, some narrative information extends beyond the fiscal year.

This year was marked by the constant challenge of the mushrooming inmate population and the multitude of budgetary, staffing and facility shortages which resulted. The citizens of Arizona can be proud of the dedicated staff who managed to meet these challenges. In spite of all the emergency measures taken to handle the increased inmate population, the end of this fiscal year finds inmates in quonset huts, warehouses, day rooms, tents and trailers.

In coordination with the Governor and the legislature, the Department will place heavy emphasis in the new fiscal year on developing strategies to provide for the continued increase of population and on development of programs other than incarceration for the punishment and rehabilitation of offenders. In addition, programs/facilities will be established in several areas to treat special care groups of offenders and to handle the projected large number of commitments sentenced under the state's new "Driving While Intoxicated" statute.

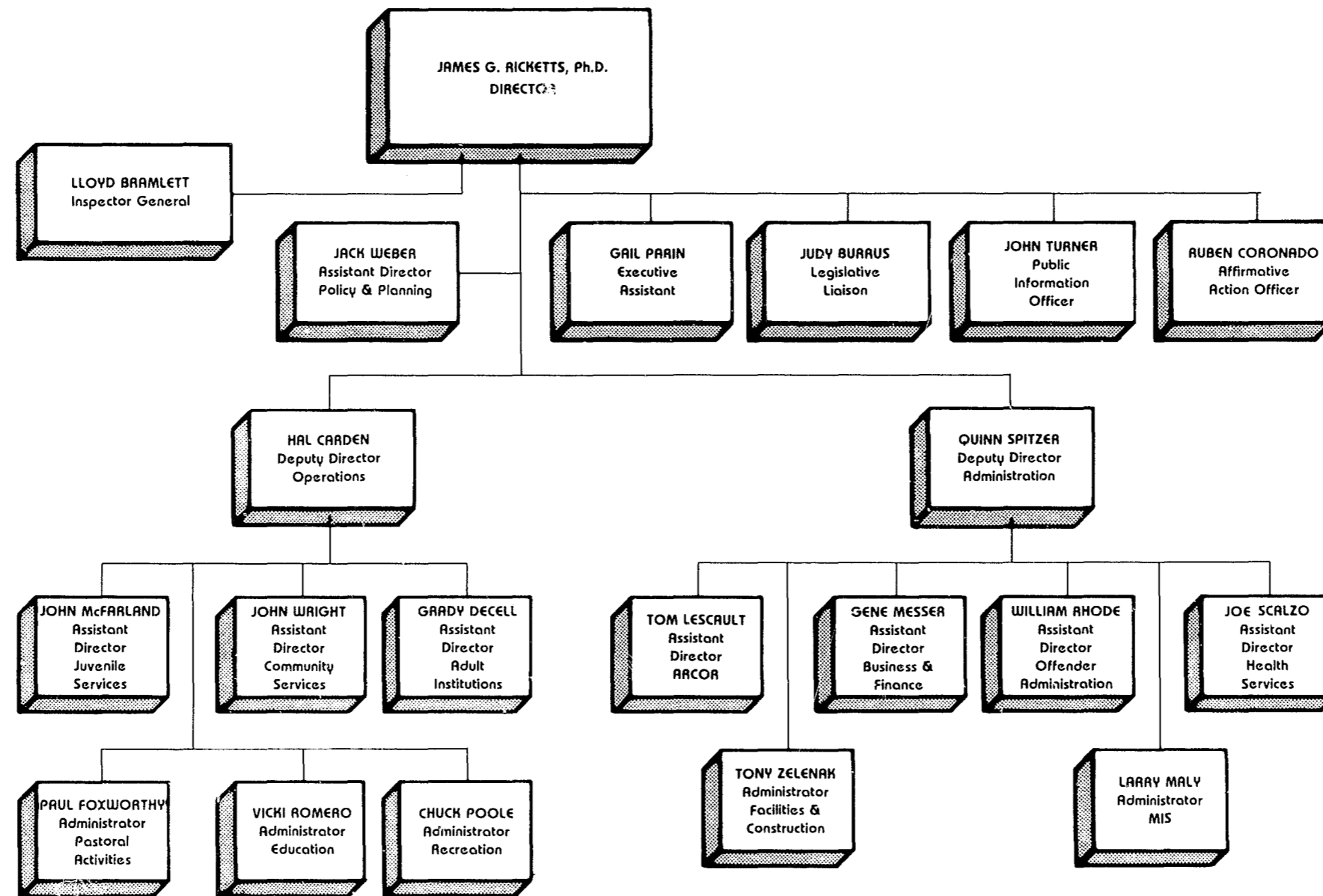
Sincerely,

*James G. Ricketts*  
James G. Ricketts, Ph.D.  
Director



James G. Ricketts  
Director

September, 1983



## CENTRAL OFFICE EXECUTIVE STAFF

James G. Ricketts, Ph.D.  
Director

Gail Parin  
*Executive Assistant  
to the Director*

Judy Burrus  
*Legislative Liaison*

John Turner  
*Public Information Officer*

Jack Weber  
*Assistant Director  
Policy and Planning*

Quinn Spitzer  
*Deputy Director  
Administration*

Lloyd Bramlett  
*Inspector General*

Gene Messer  
*Assistant Director  
Business and Finance*

Hal F. Carden  
*Deputy Director  
Operations*

William Rhode  
*Assistant Director  
Offender Administration*

Grady Decell  
*Assistant Director  
Adult Institutions*

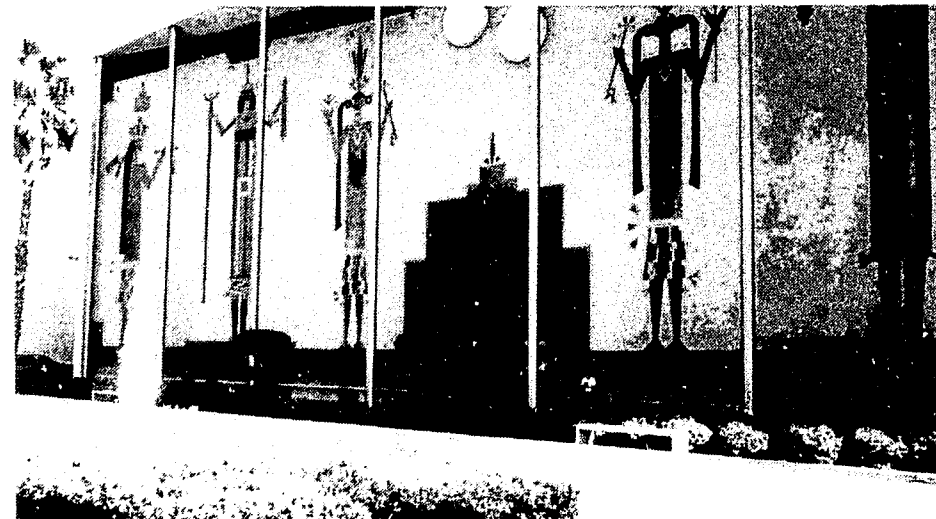
Tom Lescault  
*Assistant Director  
Arizona Correctional  
Enterprises (ARCOR)*

John McFarland  
*Assistant Director  
Juvenile Services*

Dr. Joe Scalzo  
*Assistant Director  
Health Services*

John Wright  
*Assistant Director  
Community Services*

September, 1983



Central Office

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**NCJRS**

DEC. 12, 1983

**ACQUISITIONS**

## Philosophy Statement

*The Arizona Department of Corrections is statutorily charged with the responsibility of protecting society from the offender. In order to live up to that responsibility, the Arizona Department of Corrections provides safe, just, and humane options for improvement for each offender committed to our jurisdiction with the belief that people have the capacity to change for the better. While we cannot always correctly predict human behavior, we do believe that given the proper opportunities, people can be motivated to change their lives to become contributing, law-abiding members of their community. To that end, we strongly support the use of community resources in correctional programs and projects.*

*The Arizona Department of Corrections is committed to the recruitment*

*and retention of professional employees in order to ensure the fulfillment of its mission.*

*We believe corrections should respect the rights and dignity of the victims, other citizens, staff and offenders. We shall remain accessible and accountable to the public with due regard to the security of correctional operations and privacy of the individual which will result in equality and fairness.*

*We believe with a cooperative effort between the Arizona Department of Corrections, the other components of the criminal justice system and members of the community, we can develop the correctional system in Arizona into a more productive, profitable and meaningful operation for everyone involved.*

## INTRODUCTION

The Arizona State Department of Corrections is a comparatively young agency initially created on June 20, 1968, when Allen Cook was appointed by Governor Jack Williams as the first Director and given an operating budget of \$5,691,000. Mr. Cook was given the responsibility to oversee the operation of adult and juvenile facilities and parole services. At that time, the Department consisted of the Arizona State Prison at Florence, the Arizona State Industrial School for Boys at Fort Grant, and the Arizona Youth Center in Tucson.

Since 1968, the Department of Corrections has had five Directors. The current Director, Dr. James G. Ricketts, was confirmed by the Senate in February, 1983. The Department has developed from a system of three independently run institutions to a unified correctional system of twelve (12) institutions (9 adult, 3 juvenile) and five (5) Community Correctional Centers (2 adult, 3 juvenile) located throughout the state. The Department employs approximately 3,000 people and serves more than 9,400 institutionalized and community based clients on an operating

budget of approximately \$97,000,000.

During the past year, much time and effort has been expended in the operation of an effective and yet efficient correctional system on fewer available dollars and an ever-increasing offender population.

Both the adult and juvenile systems are overcrowded, with the adult system far exceeding available bed space and available programs.

Efforts to locate existing buildings that can be utilized as correctional facilities have become a priority issue within the agency. It is projected that the total population will continue to grow at unprecedented rates. Legislation passed during the past session mandates that all future institutions will be designed as double-bunked facilities.

Despite the problems related to overcrowding and the sluggish economy, the Department continues efforts to meet national accreditation standards, maintain an effective and efficient inmate classification system, develop additional inmate/ward work and treatment programs and provide adequate motivation and training to staff.

As we enter another year and new opportunities and challenges, we will continue our high standards of professionalism in carrying out our mission to provide humane care and treatment to all persons under our jurisdiction.



Grant Hall, which currently houses staff at Ft. Grant Training Center, was originally built for General Grant when the facility was an Army Fort.



Inmates from the Arizona Territorial Prison in Yuma were transported in 1909 to Florence to build what is now known as the Arizona State Prison.

## DIRECTOR'S OFFICE

### THE DIRECTOR

As Director of the Department of Corrections, Dr. Ricketts oversees the programs, policies and operations of the entire spectrum of the state corrections system. He works closely with the Department's Executive Staff which is comprised of two Deputy Directors, the Inspector General, seven Assistant Directors, the Public Information Officer, the Legislative Liaison and the Executive Assistant to the Director.

The overriding concern of the Department of Corrections this year has been the daily task of handling an adult inmate population in excess of the systems' present design capacity. The specific steps the Department has taken to effectively deal with the on-going population crisis is addressed in detail throughout other sections of this annual report.

### EXECUTIVE ASSISTANT TO THE DIRECTOR

The Director's Executive Assistant works closely with the Executive Staff on the preparation of special projects and reports. The Director relies on the Executive Assistant to keep him apprised on situations occurring throughout the Department, community and political arenas, as well as providing technical assistance and recommendations when needed. The administrative duties of the Executive Assistant include responding to correspondence on behalf of the Director in a timely manner, preparing speeches for the Director, and channelling information to appropriate Department personnel.

Gail Parin

Executive  
Assistant  
to the  
Director



### LEGISLATIVE SERVICES

The Legislative Services Office was established approximately one year ago. The purpose of this office is to maintain an information flow between the Department of Corrections and the legislative body.

In order to fulfill the legislative needs of the Department during the regular session, the Legislative Liaison attends all committee hearings where correctional issues are being considered. The Legislative Liaison also previews all legislation which affects the Department, consults with Department management staff to obtain or disseminate legislative information, answers questions from the general public regarding legislation affecting the Department, as well as schedules testimony on issues pertaining to corrections.

Judy Burrus

Legislative  
Liaison



Listed below are several pieces of legislation that significantly impacted on the Department of Corrections during the 1983 Legislative Session:

S.B. 1379 Prisoner Hard Labor; public works. This Bill basically requires inmates to engage in not less than 40 hours hard labor per week, unless she/he is involved in an educational, training or treatment program, in which case up to 20 hours of program participation can be substituted for an equal amount of hard labor.

H.B. 2129 Youth Offenders; restitution, confinement, release and juvenile services. This Bill mandates that Courts require restitution or monetary assessment from youth offenders. Able-bodied youth offenders in the custody of the Department of Corrections will engage in at least 40 hours of physical work per week unless attending school, in which case the work requirement is reduced to 20 hours.

S.B. 1067 Prison Construction; multiple confinement. This Bill provides that any acquired, converted or constructed adult correctional facility shall confine more than one inmate in each cell or room, except as strictly necessary for the purposes of punishment or the protection of specific inmates.

S.B. 1327 Conditions of Parole. This Bill provides that the Court shall require a person convicted of an offense to make restitution to the victim or the immediate family of the victim. The restitution shall be in the amount and manner that considers both the economic loss to the victim and the economic circumstances of the convicted person. This bill also allows the Board of Par-



dons and Paroles to impose a fee for reimbursement to the State for the cost of parole supervision based on the inmate's ability to pay.

### PUBLIC INFORMATION OFFICER

The Public Information Officer works closely with the Director and the Executive Staff keeping the public informed through the state news media on correctional issues, activities and events as the Department's official spokesman. The PIO arranges news conferences and schedules media "talk-show" appearances and interviews for the Director as appropriate. Additionally, the PIO conducts numerous newsprint, radio and television interviews on the state and national levels and issues written news releases on correctional activities and events; provides public relations assessments to the Director on correctional issues and keeps staff advised on public information issues as a member of the Executive Staff.

Other responsibilities include the publication of monthly newsletters and periodicals; publication of the Annual Report; coordination of speaking engagements for the Director; coordination of the inmate Prison Life Information Program and Departmental participation in the State Fair, Tucson Crime Fair, and other community relations programs, in addition to meeting numerous administrative responsibilities.



**John Turner**  
Public Information Officer

### AFFIRMATIVE ACTION

The responsibility of the office of Affirmative Action is to administer and monitor the Affirmative Action Program and efforts in the Department of Corrections statewide. The major objectives are:

- A. Increase DOC minority staff in top management in salary, grades 20 through 30.
- B. Increase total DOC minority staffing to state labor work force parity.
- C. Increase total female staffing overall in DOC for state labor work force parity.
- D. Increase a better overall ethnic minority DOC job classification balance in all DOC jobs.

The Office of Affirmative Action provides technical assistance to management and staff to aid them in their compliance with federal and state affirmative action legislation and regulations. This effort includes the distribution of uniform affirmative action guidelines to all jurisdictions of the agency, the development of an acceptable Affirmative Action Plan, technical assistance, recruitment and training, which allows agency personnel to administer Equal Employment Opportunity and Affirmative Action Program agency-wide. This office also offers technical assistance in contract compliance jurisdiction agency-wide.

During fiscal year 1982-83, accomplishments include (1) publishing a new and modified Departmental Affirmative Action Plan; (2) hiring of 154 male and female minority employees (out of a total of 584 new hires). (The minority total represents a 26.36% minority hiring percent rate, which is approximately 5% over our state labor force work parity.) (3) A total of 186 females (white and minorities) were hired. This reflects a 31.84% hiring rate for females, which is within 8% of the female labor work force parity in Arizona. (4) A 19% plus minority staffing agency-wide has been maintained.

### POLICY AND PLANNING

The division of Policy and Planning was established in April of 1983 to assemble several closely related functional components of the Department. The division consists of the Planning Unit, Project Control and Work Simplification.



**Jack Weber**  
Assistant Director  
Policy and  
Planning

#### Planning Unit

In April, 1983, the Director established the Planning Unit to incorporate fundamental planning principals into the overall administration of the Department. Although the unit has been in existence for only a short time, considerable progress has been made towards developing an integrated planning approach which defines and meets the Department's short and long range needs.

Comprehensive plans designed to identify the Department's needs, establish time frames, and outline the requirements necessary to meet these needs are under development. By March, 1984, the Department will have a complete and up-to-date Operational Master Plan, Juvenile Master Plan, and an Implementation Plan for the Hard Labor Bill recently passed by the Legislature. In addition, the existing Adult Facilities Master Plan is being updated.

Working closely with the Executive Management Team and the Legislative Liaison, the Planning Unit assists in the preparation of legislative briefing materials, position papers, and action plans necessary to implement new legislation and/or Departmental plans.

Future projects will include developing systems to integrate legislative issues with operational goals and objectives to enhance the budget

development process; review progress towards stated goals and objectives; and assess the impact of proposed legislation.

The Department has experienced tremendous growth and as it continues to grow, the need to properly and effectively manage problems, obligations, and resources has become increasingly important. Project Control was established in June, 1982, to address this need.

#### Project Control

Project Control is a management system designed to coordinate and optimize the utilization of the Department's resources. It is a problem-solving approach which ensures the proper definition of problems, identifies possible solutions and their respective impacts, and outlines the resources needed to resolve the problem. Based on a participative management philosophy, Team Leaders and Team Members work together to improve service, delivery, accountability, and planning within the Department.

An intensive training program on Project Control was conducted throughout the Department. Staff from both Adult and Juvenile Services, representing all organizational levels, participated in the training program. To date, over 300 staff have received the training.

With the establishment of a separate Policy and Planning Division within the Department's organizational structure, responsibility for coordinating and supervising the development, publication, and distribution of Departmental policy was transferred to Project Control from the Inspector General's Office. The transfer was designed to enhance the policy development process.

During 1982-83, the Department continued its accreditation efforts. Because of the strong relationship between achieving accreditation and policy development within the organization, responsibility for the Department's accreditation efforts was transferred to Project Control.

### Work Simplification

Work Simplification is a participatory management program which seeks to spotlight employees as capable thinkers, creators and doers. The Director strongly believes those people already doing the jobs are also the experts on how to do those jobs better. Work Simplification attempts to capitalize upon the Department's most valuable resource: the improvement ideas of staff.

The Work Simplification program began in January, 1982, and involves both employees and inmates. Of the 345 Improvement Action Plans submitted since the beginning of the program, 225 were developed during Fiscal Year 1982-83; 126 were approved for implementation; 88 were denied, and 11 are pending final review.

Future goals include increased recognition activities, unit self-sufficiency and autonomy in maintaining improvement activities, and expanded unit training.



Left to right: Governor Babbitt, Director Ricketts and Northern Region Complex Administrator Alex Garabedian tour the Alhambra Reception and Treatment Center.

## INSPECTOR GENERAL'S OFFICE

---

### INSPECTOR GENERAL

The Inspector General is responsible to plan, develop and implement systems to ensure the overall safe, secure and orderly operation of Departmental facilities and divisions, including facilities inspections, administrative and criminal investigations, security, internal audits, management problems, discipline and grievance systems and specialty training.



Lloyd Bramlett  
Inspector General

### Inspections and Systems

Facilities inspections are conducted to ensure compliance with policies and procedures; perform program evaluation; identify basic problems and determine root causes, and to identify commendable practices for use by other units.

The grievance system provides inmates with a procedure that allows for swift, fair and decisive remedies to complaints, and to provide administrative remedies to grievances which otherwise might cause an unnecessary burden on the courts.

The discipline system provides that sanctions and penalties imposed on inmates are fair, reasonable and consistent with the severity of the violation; that throughout the process the inmates' basic constitutional rights are observed and that discipline is accomplished with dignity, reason and humaneness.

Internal audits identify management problems, ensure adherence to accepted fiscal and accounting procedure, and conduct cost-effective studies of selected programs and operations on a Department-wide basis.

Specialty training provides training in adult discipline and grievance system implementation and ALEOAC certification for selected staff. Beginning in fiscal '84, a new program of training leading to staff certification will be implemented in the discipline and grievance systems.

### Investigations and Intelligence

Investigations and Intelligence ensures the safety and orderly operation of the Department of Corrections' facilities through conducting administrative and criminal investigations of staff and inmates; the control of the flow of contraband in facilities and immediate staff response to institutional emergencies. This section is composed of four functional units: one for each field complex (3), and one for Central Office. The units served all facilities during fiscal '83. The units conducted 5,797 administrative and 1,648 criminal investigations in addition to searches, shakedowns, law enforcement liaison services and 230 responses to institutional emergencies.

## GRIEVANCE SYSTEM STATISTICS CALENDAR YEAR 1982

* GRIEVANCE CATEGORY	GRIEVANCES RECEIVED AT INSTITUTIONS											APPEALED TO		
	01	02	03	04	05	06	07	08	09	10	11	TOTALS	DIRECTOR'S OFFICE	OUTSIDE REVIEW COMMITTEE
INSTITUTION														
<b>NORTHERN REGION</b>														
* ACTC - PERRYVILLE														
San Pedro Unit	48	59	20	21	23	16	7	20	18	58	32	322	7	3
Santa Cruz Unit	94	88	18	17	39	25	12	13	12	57	8	383	6	6
San Juan Unit	99	128	16	66	74	59	45	53	18	119	41	717	14	7
Santa Maria Unit & Az. Center for Women	31	190	4	25	25	44	26	44	8	39	18	454	0	0
Alhambra Reception & Treatment Center	8	19	—	7	—	7	—	—	2	3	6	52	0	0
<b>CENTRAL REGION</b>														
ARIZONA STATE PRISON														
Central Unit	271	236	11	43	39	215	61	29	62	159	95	1221	53	17
North Unit	80	98	14	13	20	60	34	22	13	61	27	442	9	3
South Unit	55	69	8	4	32	15	21	17	5	22	21	269	8	2
Adm. Seg. Unit	208	32	19	20	32	75	16	19	17	24	43	505	12	1
<b>SOUTHERN REGION</b>														
* ACTC - TUCSON														
Rincon Unit	90	181	32	17	47	82	29	28	21	61	34	622	7	3
Ft. Grant Training Center	96	102	4	15	20	46	11	12	9	49	84	448	8	2
Safford Conservation Center	2	—	—	1	—	—	1	2	—	12	—	18	0	0
<b>TOTALS</b>	<b>1081</b>	<b>1202</b>	<b>146</b>	<b>249</b>	<b>551</b>	<b>644</b>	<b>265</b>	<b>239</b>	<b>185</b>	<b>664</b>	<b>409</b>	<b>5453</b>	<b>124</b>	<b>44</b>

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*GRIEVANCE CATEGORY	01 - Property	05 - Food Service	09 - Program Access
	02 - Staff	06 - Other Living Conditions	10 - Medical
	03 - Visitation	07 - ADCC Policy	11 - Inmate Rights-Other
	04 - Mail	08 - Institutional Rules	

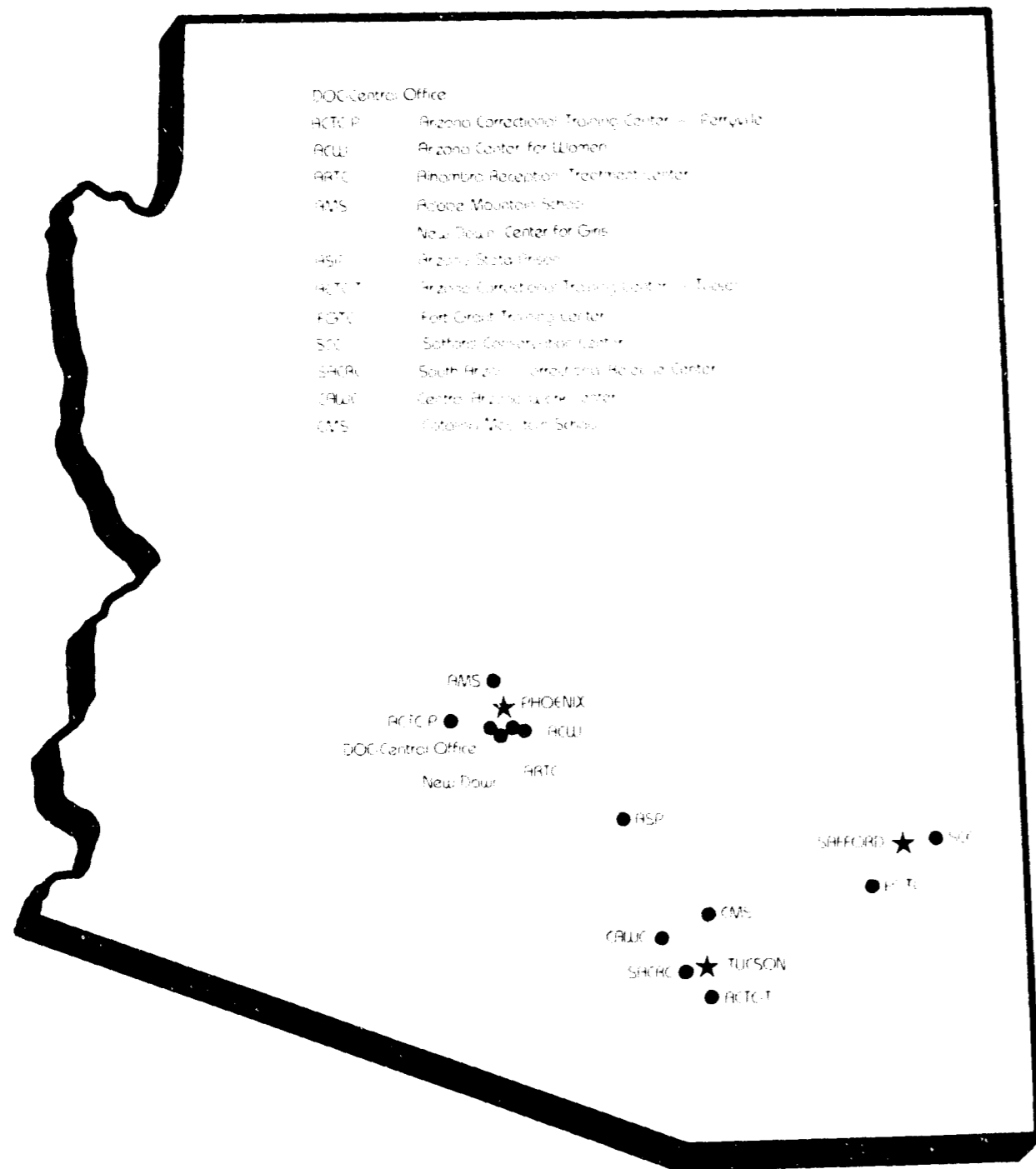
\*ACTC indicates Arizona Correctional Training Center

1982 (CALENDAR YEAR) DISCIPLINE ACTIONS  
ADULT INSTITUTIONS

INSTITUTION	TOTAL VIOLATIONS	GUILTY MINOR	GUILTY MAJOR	APPEALS MAJOR	AVERAGE POPULATION	RATIO	PER CENT GUILTY	TIME LOSS
NORTHERN REGION								
ACTC — PERRYVILLE								
San Pedro Unit	564	154	68	29	216	2.6:1	39	3,048
Santa Cruz Unit	2,385	978	170	39	373	6.3:1	48	6,391
San Juan Unit	1,687	853	180	53	381	4.4:1	61	14,168
Santa Maria Unit (Female) (9 months average)	1,092	368	30	7	117	9.3:1	36	1,492
Az. Center for Women	241	68	39	26	146	1.6:1	44	1,876
Alhambra Reception & Treatment Center	205	66	3	3	202	1.0:1	33	441
CENTRAL REGION:								
ARIZONA STATE PRISON								
Central Unit	4,447	2,272	823	185	928	4.7:1	69	38,694
North Unit	1,798	1,031	288	60	626	2.8:1	73	7,887
South Unit	1,339	665	143	33	540	2.4:1	60	7,674
Adm. Seg. Unit	643	227	163	40	192	3.3:1	60	4,203
SOUTHERN REGION								
ACTC - TUCSON								
Rincon Unit	3,285	1,841	568	106	474	6.9:1	73	20,657
Santa Rita (6 months average)	217	120	26	5	213	1.0:1	67	3,240
Ft. Grant Training Center	1,792	1,225	144	99	753	2.3:1	76	13,512
Safford Conservation Center	394	257	77	25	274	1.4:1	84	3,639
*SACAC (1 month average)	13	9	3	1	112	1:1	92	300
GRAND TOTALS	20,102	10,111	2,725	711	5,547	3.6:1	61	127,222

\*SACAC — South Arizona Correctional Release Center.

# ARIZONA DEPARTMENT OF CORRECTIONS MAP OF INSTITUTIONS



## OPERATIONS

### DEPUTY DIRECTOR



**Hal Carden**  
Deputy Director

The office of the Deputy Director of Operations oversees the management of the adult, juvenile and community services divisions. Additionally, this office supervises the administration of programs offered to inmates in the areas of pastoral, educational and recreational services.

The Deputy Director is a member of the Executive Management staff, meeting regularly with the Director and serving as a guide to staff concerning Departmental needs and directions.

The new fiscal year brings a renewed commitment to be creative and vigorous in managing an ever-growing system with fewer available dollars. Other areas of this report will indicate steps taken to deal with the prison population crisis during the past fiscal year.

### PASTORAL PROGRAMS

During the past year, there has been an increased attendance and participation in religious-oriented activities throughout the Department. This is mainly due to the establishment of six (6) seasonal chaplain positions within the Department. The State Legislature has recently provided seven new positions which will be filled during the next fiscal year.

Many new religious and cultural activities have had their conception and birth during this year. Indian Pow-Wows have been held,

and sweat lodges have been constructed at most of the institutions. New Islamic groups have been organized at several of the adult institutions.

In Arizona's state correctional institutions, all religious faiths are recognized and provided for with a full range of Protestant, Catholic, Jewish, Native American, Sikh and Muslim ministries. Volunteers from the community provide a vast amount of assistance to the chaplains in the institutions.

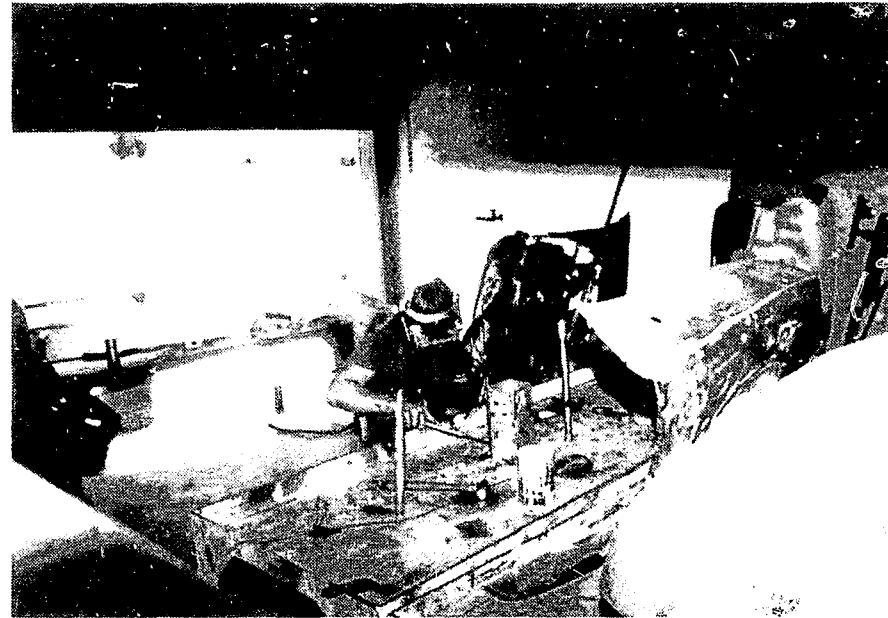


Bishop Thomas J. O'Brien of the Catholic Diocese of Phoenix, Arizona, visited the Arizona Correctional Training Center - Perryville to conduct Mass and Confirmation for inmates at the facility. Pictured left to right are: Chaplain Alex Machain (ACTC-P Senior Chaplain), Father John Spaulding (Catholic Diocese of Phoenix), Bishop Thomas J. O'Brien and Chaplain Ken Van De Ven (Adobe Mountain School Chaplain).

## EDUCATIONAL PROGRAMS

Departmental education programming is designed to prepare inmates for successful reintegration into society. Nearly 65% of adults who entered the system in 1982 read, write and compute at or below the sixth grade level; the majority also lack the job skills necessary to get and keep a job when they are released. Therefore, education programs provide the opportunity for both academic and vocational training.

Adult Basic Education (ABE) provides remedial instruction in reading, writing, and math up to the eighth grade level. General Educational Development (GED) includes more advanced basic skills instruction and additional content areas to raise educational skills to the level of the high school diploma.



An inmate at Fort Grant Training Center is learning auto body work in a vocational training program.

Community college classes taught inside the institutions provide qualified residents with the opportunity to take regular classes for credit from nearby community colleges. Classes offered in FY 82-83 fell into five categories: developmental, occupational, leisure/recreation, academic, and personal development.

University programs contracted through the Arizona Board of Regents permitted a limited number of residents at Arizona State Prison Complex and Arizona Correctional Training Center — Tucson, to participate in upper-division classes taught in the institutions.

Vocational training programs in 25 different areas offer preparation for entry-level employment upon release. Most are full-time training programs contracted from com-

munity colleges; however, some are non-credit programs taught by Departmental vocational instructors. This year, a pilot OJT program was begun to train recreation aides using a non-traditional, competency-based model. During FY 82-83, full-time vocational training slots could accommodate approximately 10% of the inmate population at any given point.

## RECREATIONAL PROGRAMS

The Arizona Department of Corrections offers a wide variety of programs within its institutions. It is the quality, as well as the quantity of programs being developed that has made Arizona a national leader.

Programs include individual, group intramural and league competition

in a wide variety of sports. Arts and crafts, club participation and holiday activities are also part of the services offered. Additional programming includes participation in drama, creative writing and band activities.

Special programs that were developed include the all-inmate "Outlaw Rodeo," inter-institutional olympics, softball tournaments, tap dancing, hiking and community involvement.

Participation by the residents in recreational programming runs approximately 75% of the total population. It is the variety of activities that makes the recreational program one of the most utilized therapeutic services within the correctional institutions.

A grant was awarded to the

## ARIZONA DEPARTMENT OF CORRECTIONS —

INSTITUTIONS	VOCATIONAL PROGRAMS																									
	ABE	GED	Community College	University	Accounting	Business Administration	Business Law	Business Math	Business Writing	Computer Programming	Dental Technician	Drafting	Electrical	Electronics	Graphic Arts	Horticulture	Longscope Technology	Machine Shop	Microscopy	Plumbing	Sheet Metal	Small Engine/Equipment	Travel Reservationist	Upholstery	Welding	OJT - Recreation Aide
*ACTC — Peralta	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Arizona Center for Women	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Arizona State Prison	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
ACTC — Tucson	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Fort Grant Training Center	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
** Safford Conservation Center	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X

\*ACTC (Arizona Correctional Training Center — Peralta) additional vocational training facilities under construction.

## INMATE EDUCATIONAL/VOCATIONAL PROGRAMS

### VOCATIONAL PROGRAMS

INSTITUTIONS	VOCATIONAL PROGRAMS																								
	Computer Programming	Dental Technician	Drafting	Electrical	Electronics	Graphic Arts	Horticulture	Longscope Technology	Machine Shop	Microscopy	Plumbing	Sheet Metal	Small Engine/Equipment	Travel Reservationist	Upholstery	Welding	OJT - Recreation Aide								
ACTC-P	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X								
ACW	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X								
ASP	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X								
ACTC-T	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X								
FGTC	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X								
SCC	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X								

\*\*Mission of Safford Conservation Center does not include full-time vocational programs.

Department of Corrections for the development of a pilot program that will train inmates as recreation aides by using institutional recreation directors as instructors for a competency-based training program. This program, developed in conjunction with the Administrator of Education and the Administrator of Recreation, could be of national interest in that it provides an alternative to traditional vocational delivery systems.

The Arizona Department of Corrections' Recreation Department received the "Distinguished Agency Award" presented by the Arizona Parks and Recreation Association, Therapeutic Section, in recognition of its "outstanding therapeutic recreation program."



Reception Center inmates at Alhambra Reception and Treatment Center taking part in recreational activities.

### ADULT INSTITUTIONS

Adult Institutions is responsible for the custody, care, programming and humane treatment of the 6,368 adult male and female offenders sentenced to serve time in our facilities as of June 30, 1983.

To this end, the following institutional summaries of Fiscal Year 82-83 will verify our mission to pro-

tect the public while attempting to develop and implement programs and support systems to enhance efforts toward rehabilitation.

This division comprises approximately 70% of the total budget appropriated by the Legislature.

This past year has been one of severe austerity. Budgetary constraints were imposed in all State agencies which limited spending to only the most vital areas. Reduced spending levels, of course, had no effect on the intake of new commitments which increased substantially in the past year. Court ordered mandates to accept convicted felons immediately after the County's notification of sentencing or pay costs for room and board necessitated creative alternatives be developed to maintain adequate bedspace. Stringent DWI legislation created additional pressures to find swift solutions to our ever present problem of bedspace.

It is imperative to note that the most significant accomplishment this year was providing food, clothing, housing and humane care for approximately 1200 more inmates than budgeted for, with significantly reduced staff. This situation accounted for security staff accumulating over 50,000 compensatory hours and at least a similar number of overtime hours accrued by non-uniform staff, i.e., clerical, supervisory, administrative, and professional. Budgetary reductions were necessary in the areas of professional and outside services, equipment requests/replacements and other operating accounts. Funds were barely sufficient to sustain operations through the fiscal year.

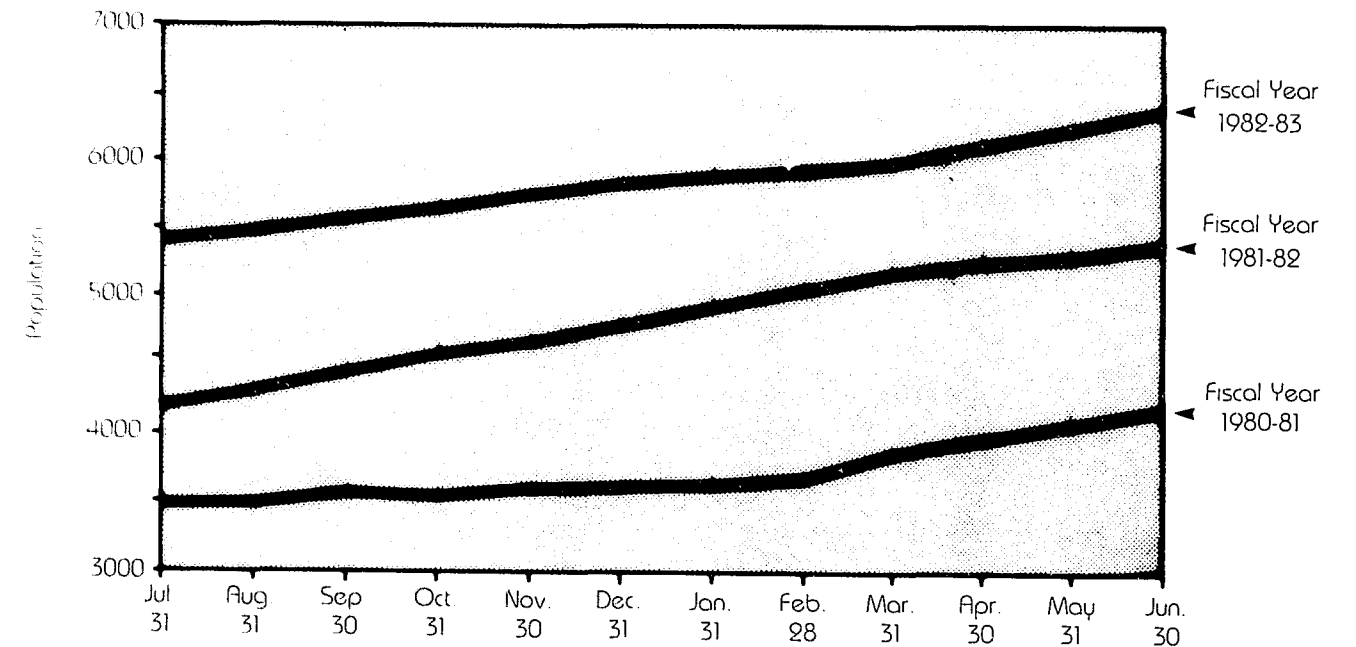
In an effort to standardize operations in the nine established institutions, a regionalized organizational structure has been implemented. The institutions are grouped by geographic location and designated Northern, Central and Southern regions. Each region or Complex is supervised by a Complex Administrator with individual institutional functioning handled by assigned wardens.

Regionalization is seen to provide improved communications to and from the institutions while allowing for individualized approaches to institutional management within the parameters of designated custody levels. Ideas, problems, concerns are shared and methods are cooperatively developed to resolve issues requiring consideration. Communication through the administrative chain of command and outward to support and line staff provides the mechanism to ensure success for the regionalization method of management.



**Grady Decell**  
Assistant Director  
Adult Institutions

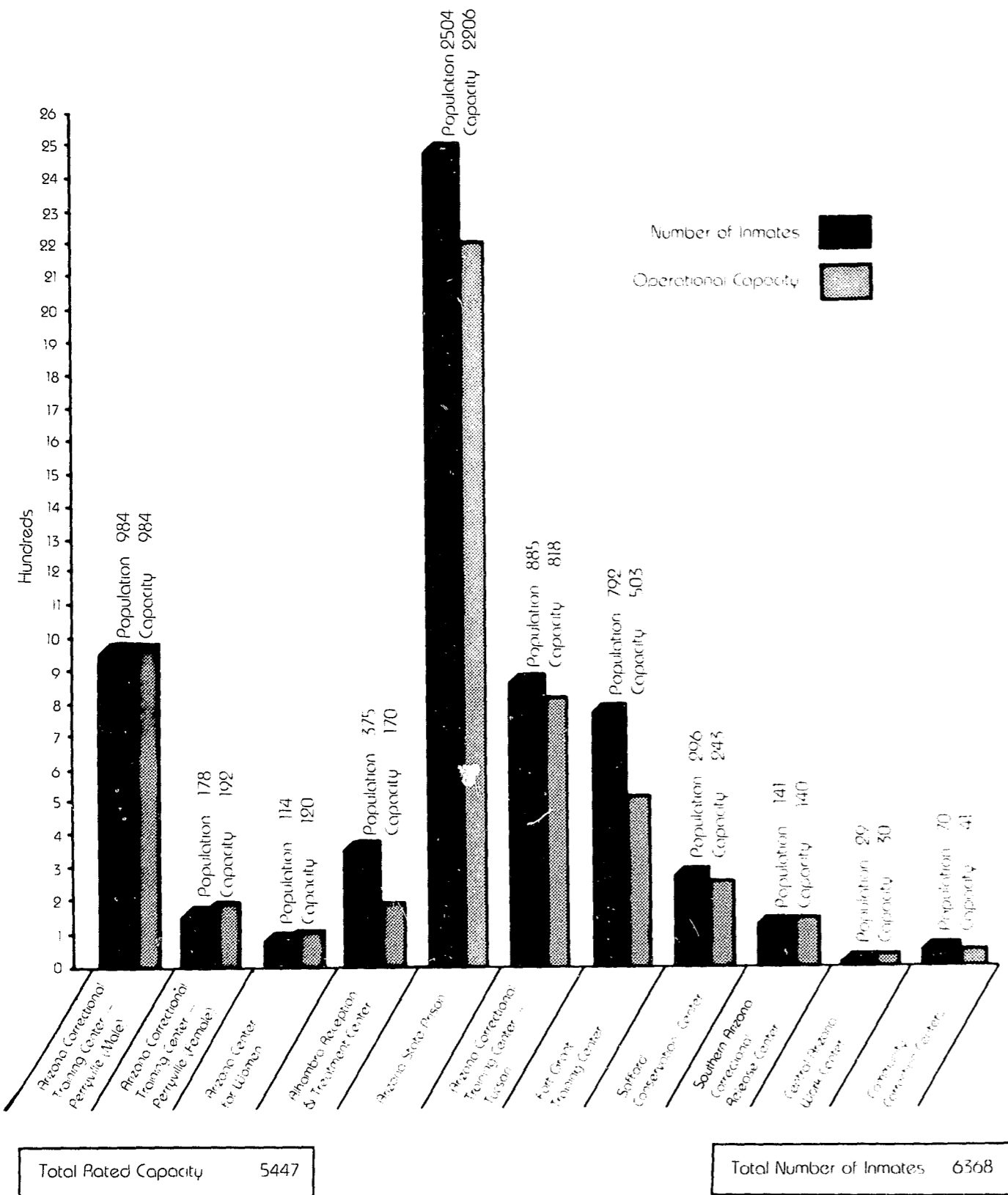
## TOTAL ADULT POPULATION FROM JULY 31, 1980 TO JUNE 30, 1983



### TOTAL ADULT POPULATION

FISCAL YEAR 1980-81		FISCAL YEAR 1981-82		FISCAL YEAR 1982-83	
07-31-80	3480	07-31-81	4265	07-31-82	5452
08-31-80	3485	08-31-81	4303	08-31-82	5492
09-30-80	3555	09-30-81	4437	09-30-82	5577
10-31-80	3540	10-31-81	4556	10-31-82	5670
11-30-80	3579	11-30-81	4675	11-30-82	5743
12-31-80	3612	12-31-81	4807	12-31-82	5834
01-31-81	3655	01-31-82	4900	01-31-83	5858
02-28-81	3695	02-28-82	5034	02-28-83	5895
03-31-81	3834	03-31-82	5183	03-31-83	5993
04-30-81	3986	04-30-82	5255	04-30-83	6145
05-31-81	4054	05-31-82	5318	05-31-83	6236
06-30-81	4184	06-30-82	5385	06-30-83	6368

## ADULT INMATE POPULATION VS. RATED CAPACITY AS OF JUNE 30, 1983



### LIFE COMMITMENTS AS OF JUNE 30, 1983

INSTITUTION	MALE	FEMALE	TOTALS
Ariz. Corr. Training Center - Perryville	7	4	11
Alhambra Reception & Treatment Center	9	—	9
Arizona State Prison	268	—	268
Ariz. Corr. Training Center - Tucson	16	—	16
Ft. Grant Training Center	15	—	15
Safford Conservation Center	11	—	11
<b>TOTALS</b>	<b>326</b>	<b>4</b>	<b>330</b>

### EXECUTION COMMITMENTS AS OF JUNE 30, 1983

INSTITUTION	MALE	FEMALE	TOTALS
Arizona State Prison	52	—	52
<b>TOTALS</b>	<b>52</b>	<b>—</b>	<b>52</b>



## NORTHERN REGION

Correctional facilities located in the Northern Region include the Arizona Correctional Training Center - Perryville (west of Phoenix), the Arizona Center for Women and the Alhambra Reception and Treatment Center, both located in Phoenix. Toward the end of the fiscal year, the Department acquired property on the grounds of the State Mental Health Hospital for the incarceration of offenders convicted of Driving While Intoxicated (DWI). The Aspen Hall facility is being renovated utilizing inmate labor and will soon be in full operation.

### ARIZONA CORRECTIONAL TRAINING CENTER - PERRYVILLE - (ACTC-P)

### ARIZONA CENTER FOR WOMEN - (ACW)

### ALHAMBRA RECEPTION AND TREATMENT CENTER - (ARTC)



Dale Copeland  
Warden  
ACTC-P San Pedro



Dr. Alex Garabedian  
Northern Region  
Complex Administrator



Stan Bates  
Warden  
ARTC



Bill Dodds  
Warden  
ACTC-P San Juan



James Upchurch  
Warden  
ACTC-P Santa Cruz



Roxanne Phillips  
Warden  
ACTC-P Santa Maria



Erv Blair  
Warden  
ACW

## ARIZONA CORRECTIONAL TRAINING CENTER - PERRYVILLE (ACTC-P)

This facility was constructed 25 miles west of Phoenix at Perryville, an area of farms and small residential communities. The Arizona Correctional Training Center-Perryville is restricted to house no more than 1200 inmates — 1000 male and 200 female offenders.

This facility includes two adult male medium custody units, each consisting of: (a) one administration building which houses administrative offices, the unit's medical area, Central Control functions, vocational instruction rooms, the inmate store, a security yard office, support services functions and storage areas; (b) four housing units; (c) four dining halls adjacent to each housing unit and servicing those inmates assigned; and (d) an education building which provides room for instruction, library materials and chapel services. At full operational capacity, the two medium units house 768 inmates.



Arizona Correctional Training Center - Perryville

### SAN PEDRO UNIT

This is the only male minimum custody unit of the Perryville Complex.

San Pedro started receiving inmates in June of 1981. Organized as a working unit, the inmates provide the primary source of labor for Complex/Unit requirements. These re-

quirements range from all physical plant maintenance, meal preparations and special tasks for the entire Complex to Unit porters and landscape crews. The unit also provides labor for a furniture manufacturing joint-venture between the Department of Corrections and private enterprise.

This facility also includes one adult male minimum unit with an administration building, two housing units, two dining halls and an education building. At full capacity, this unit accommodates 216 inmates.

The last unit of this facility was constructed on land separate from the three male units previously described, and houses 192 adult female offenders in all custody levels: administrative segregation, maximum, medium and minimum. The unit's design is similar to the male minimum unit.

In April, 1983, Servomation, a commercial food service organization, was awarded a contract for feeding all inmates of the Arizona Correctional Training Center-Perryville; taking over the buying, preparing, transporting and other ancillary tasks from the Department of Corrections' food service personnel.



Director Ricketts (left), Dale Copeland (Warden of San Pedro), Alex Garabedian (Complex Administrator) discuss food service.

### Programs and Projects

Since completion of construction, the additional space provided has eased the strain caused by facility requirements for religious services, program organization meetings, recreation activities, educational classes and visitation.

Mobile home components which formerly housed 36 outside trusty inmates were dismantled by inmate labor from San Pedro. The trailer units were then shipped to the Arizona Correctional Training Center-Tucson, to be used for housing.

A programs committee has been designed to oversee internal classification issues. The committee serves many purposes:

1. Functions as a parallel to "free world" personnel departments; hiring, reassigning inmate workers and arbitrates issues between supervisors and inmate workers.
2. Monitors program participation and progress by each inmate.

With the advent of the systematized internal classification procedures came the development of the Work Supervisor Handbook. Subsequently, all supervisors have received formalized training in the contents of the document.

Since inmates of San Pedro are "one gate away from the street," emphasis is placed on preparing them for successful reintegration into society upon release. A transition program has been implemented which provides the inmate with information concerning employment, training organizations and rehabilitation services available in the community.

To enhance the flexibility of security staff, Correctional Program Officers have been cross-trained in vital security positions to provide the ability to remain operational in the event security personnel must leave their posts for training or emergencies in other units.

### SANTA CRUZ UNIT

The Santa Cruz medium security unit received its first inmate in July, 1981.

Inmate accountability has been improved in the areas of programming, work assignments and conformity with institutional rules and regulations. One hundred percent (100%) of the inmates assigned to this unit are either involved in work or programs at least eight hours per day.

### Programs and Projects

A comprehensive on-the-job training program has been developed for all new Correctional Service Officers entering the unit. All mid-level managers in the unit have completed the first phase of the Department of Administration's Management Development Program. Various in-house, in-service training programs have been implemented including cross-training programs and training classes to better understand types of inmates, staff reactions, and employable methods to accomplish assigned tasks.

Correctional Program Officers provide counseling services to an individual caseload of 48 inmates. Each inmate receives a complete progress report every 90 days routinely, and more often if warranted. A Correctional Program Officer serves as chairman of this review committee composed of the caseload Correctional Program Officer and the housing unit Correctional Service Officer.

Organizations and self-help groups utilizing Correctional Program Officers as sponsors, include groups such as the Jaycee Chapter, Pre-Release Program, Marriage and Family Counseling, Alcoholics Anonymous, and an Inmate Advisory Council.

### SAN JUAN UNIT

The San Juan medium security unit received its first group of inmates in October of 1981.

### Programs and Projects

Counseling services were greatly improved during this fiscal year as staff stabilized. Each Correctional Program Officer maintains a caseload of 48 inmates.

An Orientation and Adjustment Unit was opened in March of this year where all new arrivals spend at least ten days for testing, evaluation and unit procedures. In addition, inmates that are having problems adjusting to the institution are also moved to this area where they can obtain one-on-one counseling.

At the opposite end of the spectrum is the Honor Dorm for those inmates who have exhibited positive institutional adjustment and are making exceptional progress within the institution. These inmates have additional privileges not afforded to general population.

The San Juan TNT (Today Not Tomorrow) Program is a Group Counseling Program for and by inmates. This program focuses on problem areas and resolutions. Other programs and projects include the Toastmasters Club, Alcoholics Anonymous Group, San Juan Jaycees, San Juan Businessmen's Club and the Inmate Advisory Council.



Dr. Ricketts talks with inmates in the San Juan Unit.

In addition to ABE/GED instruction and upper-level courses leading to Associate degrees, the San Juan Unit developed two unique educational programs. A class in Restaurant Management teaches inmates the basics of owning and operating their own restaurant. The Foodhandlers Class is designed to teach the inmate dining hall workers the proper techniques in preparing, serving and storing food items. Also included in this program is a medical clearance issued by the complex medical department. Both classes are taught by inmates.

### SANTA MARIA UNIT

The Santa Maria Adult female offender unit opened in May of 1982. This unit houses Administrative Segregation, maximum, medium and minimum custody inmates. In addition, the unit houses the only Reception and Diagnostic Unit for adult female offenders. During the inmate's average 15 days in the Reception and Diagnostic unit, all psychological/educational and employment aptitude testing and initial classification is completed.

### Programs and Projects

The bulk of on-going maintenance is accomplished by Santa Maria inmates with only specialized areas, such as refrigeration, being referred to complex maintenance. Most of the landscaping project has been completed, including a sprinkler

system, trees, shrubs and lawns. All of these projects were completed with inmate labor.

Vocational training is currently offered in secretarial skills, including the use of word processors. The print

shop is newly opened providing various types of printing services. There is also a wood finishing shop for products made and used within the Department. This unit is actively seeking certified training in non-traditional fields.

greatly facilitates cross-training, staff sensitivity and improved communication.

Staff shortages have generated creative alternatives in the form of inmate volunteers. These inmates in cooperation with staff, help man GED preparatory training classes, the library, the hobbycraft area, and recreational activities.

The maintenance of this twenty-seven year old facility, thirteen acres and 8,000 square foot kitchen facility keeps a two-man maintenance department and inmate on-the-job training program occupied. Maintaining the status-quo with existing equipment, budget and personnel while inmate population continues to rise requires a most resourceful and competent maintenance crew.

It is the purpose at the Arizona Center for Women to help the inmate learn to work and be productive members of society. The average length of stay is less than one year. When an inmate arrives at ACW, she is classified minimum security and is usually assigned to either a kitchen, yard, maintenance or janitorial job. After the inmate has earned trust and proven her ability and willingness to work, she becomes eligible for Outside Trusty status and subsequent training with the Best Western Corporation as a Reservations Clerk.

The Best Western Corporation employs approximately 20 residents as full-time reservation agents who



Perryville Housing Unit.

### ARIZONA CENTER FOR WOMEN - (ACW)

The Arizona Center for Women is a former motel in Phoenix. Since the opening of Santa Maria Women's Unit at Perryville, the Arizona Center

for Women has been converted from a multiple custody correctional institution to a minimum custody correctional facility.

#### Programs and Projects

The profile, custody level, composition and number of inmates changed significantly during Fiscal Year 1982-83. Prior to opening the Santa Maria Unit, The Arizona Center for Women housed 160 inmates comprised of all custody levels. After the

opening of the Santa Maria Unit, the population decreased to 85 minimum security inmates and has since been steadily increasing.

The concept of Unit Management has been implemented which



Entertainer Debbie Reynolds visits ACW to attend performance of ACW tap dancing group.



ACW inmates working as Best Western Reservation Clerks.

work at a base station located on the grounds.

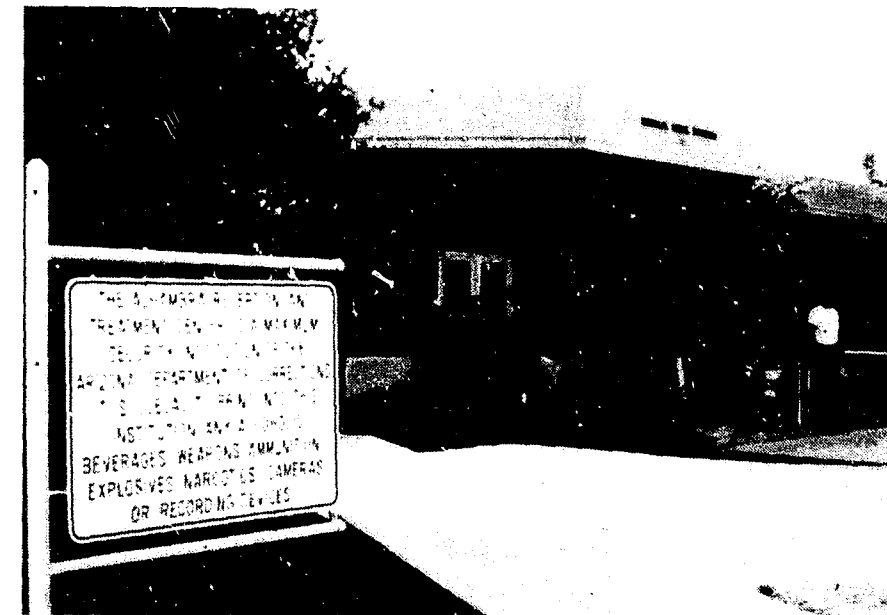
Outside Trustees are allowed to secure jobs in the community prior to their release. Currently, 22 inmates are working within the com-

munity earning "free world" salaries and contributing certain fixed percentages of these salaries to room and board, child care, restitution, if stipulated, etc., and individual reserve funds accessible upon release.

### ALHAMBRA RECEPTION AND TREATMENT CENTER - (ARTC)

The Alhambra Reception and Treatment Center, a maximum security prison, located on the grounds of Arizona State Hospital, in Phoenix, is the in-processing point for all adult males entering the State's correc-

tional system. The facility, as a licensed psychiatric hospital, also provides psychiatric evaluations on court referred clients, and provides therapeutic programs for assigned psychiatric patients



Alhambra Reception and Treatment Center

#### Programs and Projects

ARTC's greatest accomplishment in FY 82/83 was successfully coping with the increase in inmate population while having decreased finan-

cial resources. The security staff, designed to handle 194 inmates, has successfully managed 404 inmates without an increase in staff size. Even



Due to overcrowding, ARTC inmates sleep on dayroom floor.



Aspen DWI Center under construction.

with this population overload, there were no major incidents during this fiscal year; an indication of the security staff's level of professionalism.

This facility developed a new departmental procedure for a coordinated statewide radio network, and effected the licensing of radio base stations.

The Transportation Section, charged with transporting inmates to all institutions in the system, moved a total of 6630 inmates over 219,409 vehicle miles without accident or incident.

In May 1983, ARTC initiated the Aspen Hall project which will function as a 200 bed facility for DWI offenders.

The Reception Center in-processed 2929 newly committed inmates and 272 inmates returned from parole, work furlough, and/or work release, for a total of 3201 processing actions — an increase of 11.18% over FY 81/82. The Reception Center also completed a total of 2999 classification actions — an increase of 7% over the previous fiscal year.

The Treatment Unit, compiled a total of 1107 patient days for court ordered psychiatric observations/evaluations, and 13,268 patient days for inmates undergoing psychiatric treatment.

More than 100 sessions of Substance Abuse/Alcoholics Anonymous were held last year with over 2500 participants.

The Alhambra Reception and Treatment Unit health staff completed comprehensive Health Evaluations for 3,332 newly committed adult male felons.

## CENTRAL REGION

Severe overcrowding of the Yuma Territorial Prison in the early 1900's required the construction of a new facility to accommodate the needs of the rapidly escalating inmate population of the Arizona Territory. Construction of the Arizona Territorial Prison in Florence was begun in 1909, utilizing inmate laborers transported from the Yuma facility.

Arizona was granted statehood in 1912. What was to have been Arizona Territorial Prison at Florence was completed the same year, and the name was changed to Arizona State Prison. The new institution was considered one of the most modern

in the United States. Within its walls were a cellblock, a dormitory, five service buildings, a kitchen, a powerhouse, a mess hall, a hospital, and baseball diamond. The maximum population of this facility was between 600 and 800 inmates and today is in excess of 2500.

In 1968, Arizona passed legislation forming a Department of Corrections. This legislation led to the evolution of the Arizona State Prison Complex as we know it today — four unit wardens under the direction of a complex administrator, with final authority resting with the Director of the Department of Corrections in Phoenix.

### ARIZONA STATE PRISON COMPLEX - (ASPC)



Ernest Salazar  
Warden  
Admin. Seg. Unit



Donald Wawrzaszek  
Central Region  
Complex Administrator



John Avenenti  
Warden  
East Unit



Robert Goldsmith  
Warden  
Central Unit



Joe Martinez  
Warden  
South Unit

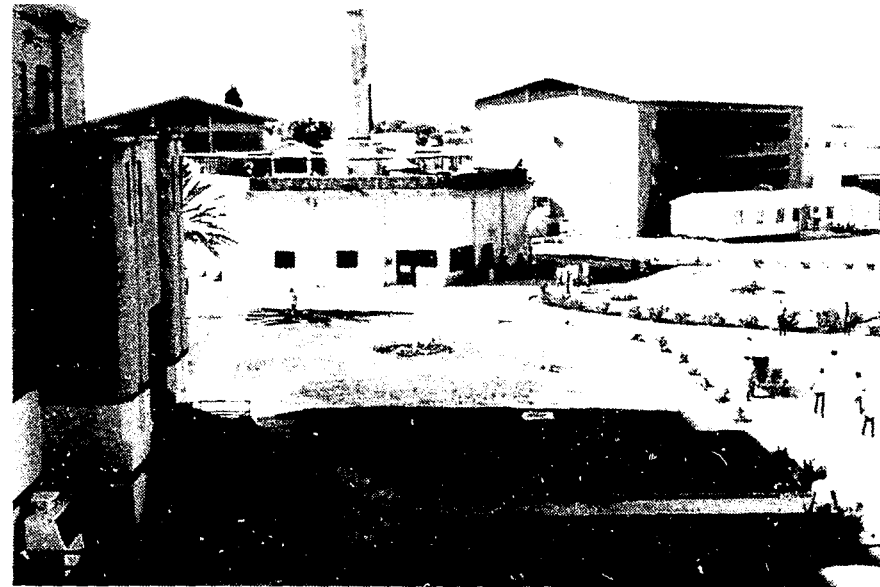


Steve Hargett  
Warden  
North Unit

## ARIZONA STATE PRISON COMPLEX - (ASPC)

The four units comprising Arizona State Prison Complex (administrative segregation, maximum, medium, and minimum) operate programs specific to the needs of assigned inmates. Certain correctional functions

address the prison complex as a whole, such as special services, library facilities, the internal investigation unit, educational and vocational programs for inmates and training programs for staff.



Arizona State Prison Central Unit

Complex property officers processed over 50,000 items of personal property for the inmate population during fiscal year 82/83. A new procedure which affixes an invisible non-defacing mark on property items seen only by ultraviolet light has maintained a 90% success rate in identifying lost/stolen property and returning same to appropriate owner. The cost factor involved for this new equipment was \$35.

Praise has been received from fire inspectors regarding the management of the Complex fire department and equipment. Fire vehicles and equipment are maintained in readiness and section organization contributes to expeditious response during emergency situations.

The Search Team has been reduced in number and quality search dogs added. Rate of recapture during escapes has improved from 10% to between 30% and 40%.

Several execution dates were set from March 15, 1983 through September 7, 1983. Although all dates have been delayed through various court proceedings, the gas

chamber was renovated and two teams of officers were trained in the use of this equipment.

### ADMINISTRATIVE SEGREGATION UNIT

The Administrative Segregation Unit (ASU) is a super maximum custody cellblock within the walls of the Arizona State Prison housing 200 inmates who are considered to be the most disruptive to institutional functioning and security.

### Programs and Projects

Daily operations and unit security have been improved with the development and implementation of precise rules and regulations for inmates assigned to this level of custody.

The unit received new equipment for use in disturbances, and fire fighting equipment will be in place the early part of next fiscal year.

Due to the high custody level, visi-

tation is held in strict compliance to unit regulations. However, attempts are made to accommodate visitors and ensure time spent in the unit is as comfortable as possible. In an effort to achieve this atmosphere with visiting children, a television and picnic table is now available for use.

Unit inmates are provided with counseling services by three Correctional Program Officers assigned to the Unit. Program access is somewhat restricted due to custody level, but nonetheless available to those inmates who care to participate.

## CENTRAL UNIT

Since its opening in 1912, the maximum security Central Unit has grown considerably. It now houses an average of 935 inmates in six cellblocks. Only two of the original buildings remain — the powerhouse, now used as the control center or yard office of the unit, and the mess hall which has been remodeled and is used as the academic school. Cellblock 2 is the oldest of the cellblocks, having been built in 1932. This building now houses 156 protective custody inmates. The newest buildings are Cellblocks 5 and 7, each of which houses 152 inmates. Cellblock 5 includes forty cells reserved as an honor housing area.



Dr. Ricketts talks with inmate in Central Unit.

### Programs and Projects

The goal of the Central Unit is to provide a secure, rehabilitative, work-oriented and protective environment for its inmates. In order to accomplish this, the Central Unit offers a variety of programs, recreational activities, educational pro-

grams, and work experiences to those who wish to participate.

Expansion of the mental health housing area in Cellblock 1 from eleven to thirty-three cells was a step forward. This provides an op-

portunity for the more seriously disturbed inmates to access various mental health programs in a housing area away from general population where they can be treated and observed.



Dr. Ricketts talks with CSO Cindy Krantz at Tower One in Central Unit.

## SOUTH UNIT

The South Unit began operations on November 15, 1978. This unit was the first open yard, open dorm medium custody institution built by the Department of Corrections. These accommodations provided cost effective construction, and swift bedspace accessibility to help cushion overcrowded conditions.

South Unit was originally designed to house 384 adult male medium

custody inmates. Since that time, South Unit has constructed three additional dorms, an administration building and remodeled the south yard dorms to include day rooms. Recreational areas have been expanded and were constructed by the inmate Vocational Education Center-Masonry class.

South Unit now houses 600 adult medium custody inmates. Due to a widely varied population, South



View of the South Unit.

Unit attempts to offer a variety of programs and services.

Staff assist inmates in adjusting to institutional life and accepting responsibility in preparation for lesser custody with the ultimate goal of preparing the inmate for successful return to society.

### Programs and Projects

This year, South Unit remodeled the old library area into a thirty-two man dorm designed for long term inmates... those serving life and those who are within ten years of their earliest release date. Criteria for participation is based on attitude, work evaluations, and overall institutional adjustment. This long-termers program provides opportunities for inmates to make positive change, realize a sense of self-worth and have control of decision making alternatives. The long-termers dorm was constructed using inmate labor, and named after World War II hero "Ira Hayes."

The South Unit has held six open yard events during the fiscal year. These events are held on the athletic field with inmates able to invite friends and family members. These activities have a positive influence on inmate morale and strengthen family ties.

The provision of honor dorms provide incentive for inmates to improve work habits and overall institutional behavior in order to earn this status. The South Unit Honor Area houses 74 inmates in Kennedy and Roosevelt East dorms. Criteria for placement examines institutional adjustment, level of responsibility, discipline record, work evaluations and attitude.

The visitation area has been completed and accommodates inside and outside visitation for approximately 365 visitors and inmates.

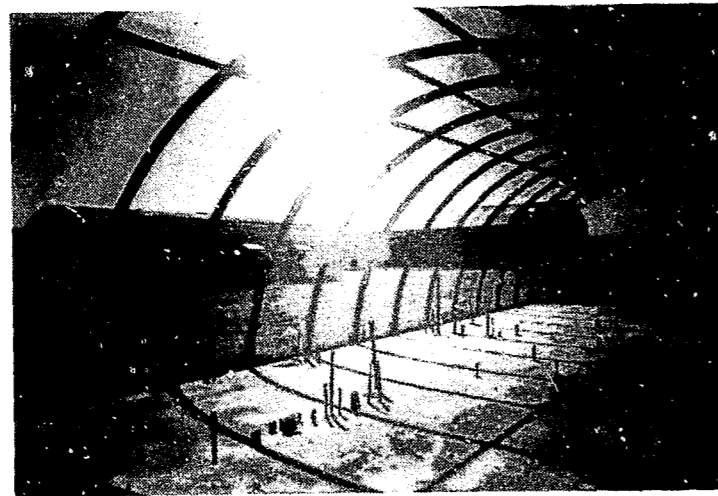
The Recreation Department sponsored club banquets to which inmate family members were invited to attend. The Jaycees, Desperado Rodeo Club, Toastmasters, Christian Men's Fellowship each held such events which recognized club achievements.

## NORTH UNIT

The North Unit houses minimum and medium custody inmates. It is planned to convert the medium custody unit to a mental health unit during the next fiscal year.

Space was constructed and renovated for an additional 200 inmates in the minimum security area during the past year.

Severe overcrowding in the state's prison system has necessitated swift construction of additional bedspace. A new medium security quonset hut facility is being developed utilizing the North Unit minimum security inmate labor force.



Construction work at Quonset Hut facility.

### Programs and Projects

In addition to regular counseling duties of program staff, the North Unit inmates have access to a Sex Offender Treatment Program and specialized Substance Abuse Counseling. A total of 60 inmates attend the former treatment program run by free world professionals under contract with the Department of Corrections. The latter program gave support to 40 inmates and was directed by a staff counselor.

The Prison Life Information Program (PLIP) established by minimum custody inmates, is a program which enable inmates to travel to nearby schools and community groups to explain and demonstrate ramifications of illegal activity.

## SOUTHERN REGION

The Southern Region of the Arizona Department of Corrections includes the Arizona Correctional Training Center near Tucson, the Fort Grant Training Center at Fort Grant, the Safford Conservation Center in Safford, the Southern Arizona Correctional Release Center near Tucson and the Central Arizona Work Center, thirty miles north of Tucson near Marana.

ARIZONA CORRECTIONAL TRAINING CENTER - TUCSON - (ACTC-T)

FT. GRANT TRAINING CENTER - (FGTC)

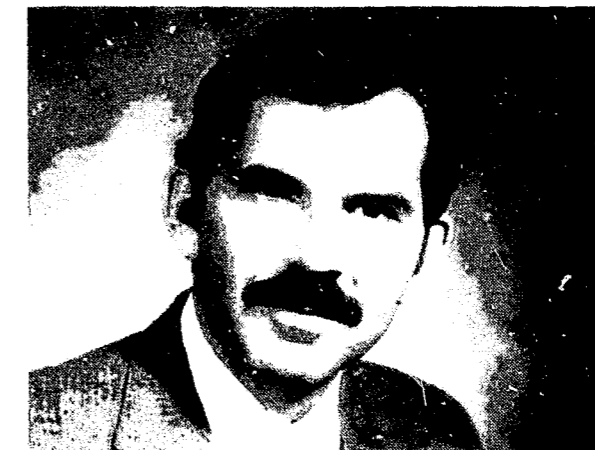
SAFFORD CONSERVATION CENTER - (SCC)

SOUTHERN ARIZONA CORRECTIONAL RELEASE CENTER - (SACRC)

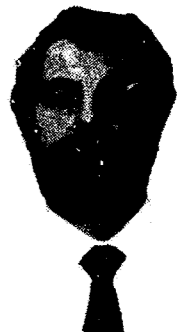
CENTRAL ARIZONA WORK CENTER - (CAWC)



Tom Korff  
Warden  
ACTC-T Santa Rita



Dave Gaspar  
Southern Region  
Complex Administrator



Duane Vild  
Warden  
SACRC & CAWC



Dave Christensen  
Warden  
ACTC-T Rincon



Robert Zorn  
Warden  
FGTC



Earl Dowdle  
Warden  
SCC

**ARIZONA CORRECTIONAL TRAINING CENTER - TUCSON  
(ACTC-T)**

The Arizona Correctional Training Center today consists of two units named Rincon and Santa Rita. The first unit to be constructed, Rincon, was established by law in 1977. This facility was designed for first time male offenders between the ages of 18 and 25, with major programming directed toward vocational, academic, recreational and work endeavors operated

within the facility.

In 1981, this facility was expanded into two separate units; the newer one is named Santa Rita. The areas which serve both facilities include the Business Office, Records, Food Services, Health Services, Transportation, Maintenance and Staff Training.

The Rincon Unit is situated on approximately 160 acres, 30 of which are in the secure perimeter containing the majority of all the buildings. Each of the eight housing units consist of 43 single rooms, a control station and a counselor's office. Each inmate has his own room key and the capacity to lock his door for property protection and privacy. Another housing unit with the total capacity of 26 beds, also within the secure perimeter, is designed to house Administrative Detention and is used as a holding area for special condition inmates including medical segregation.

**Programs and Projects**

Numerous community groups are involved in areas such as family child abuse and counseling for pre-release programs and group counseling activities. The Rincon Unit hosted a seminar on Hostage Management for Arizona Criminal Justice professionals. Cinco de Mayo and Juneteenth celebrations were supported by visitors and donations from the community. The Fire/Life Safety Officer initiated a fire fighter course for corrections officers and inmates in conjunction with the City of Tucson Fire Department. An O.K. Community Program has begun in the minors' unit in transactional analysis. The first Inter-Institutional Olympics was held at Rincon in Nov., 1982. Long term residents participated in the Tucson City Crime Fair. The institutional inmate newspaper, "Inside the Wire", received the honor rating of First Class from the Associated Collegiate Press at the University of Minnesota.



Arizona Correctional Training Center - Tucson

**RINCON UNIT**

Rincon's medium custody male population was space-designed for 330 inmates. In addition, there is a modular unit outside the secure perimeter which houses 120 minimum custody inmates. There is also a special section for minors (individuals under the age

of 18 who have been convicted and sentenced as adults), which contains 29 beds and provides special programming for this unique population, which, by Arizona law, may not be integrated with the adult inmates.



Minimum Custody Housing Unit - Rincon.



"Tent City" is being constructed adjacent to Rincon to provide additional housing.

The minimum custody Unit provides a structured environment which is conducive to safety, order and self-directed responsibility. Each inmate is responsible for the cleanliness of his immediate sleeping area, and a daily inspection by staff is conducted to maintain high sanitation standards. Inmates transferred to the minimum custody unit are assigned a counselor who develops programs with assigned inmates within five working days of unit arrival. Each assigned inmate works full time and may participate in educational programs during the evening hours. Volunteers from the community are recruited to provide a variety of programs, such as Alcoholics Anonymous, Personal Therapy, and Pre-Release programs. Inmates housed in MCU are also evaluated every ninety days for classification purposes.

**SANTA RITA UNIT**

Santa Rita is a medium custody facility for adult male offenders.

**Programs and Projects**

Throughout fiscal year 82/83, transition and development have been the cornerstones of the Santa Rita Unit. Beginning with one housing unit, Santa Rita expanded to design capacity in November of 1982, and is progressing toward completion of the initially budgeted staffing pattern.



Beginning with one housing unit, Santa Rita expanded to design capacity in November, 1982.

Counseling staff have actively assisted in the development of a Resident Advisory Council, the inmate newspaper, and have participated in the development and support of the Alcoholics Anonymous and Jaycee Chapters. A number of programs also in the planning stages include substance abuse counseling, counseling for sex offenders, counseling in social skills, communication skills, and family relationships. These planning efforts are aimed at meeting the needs of specific inmates with serious skill deficits.

In November, 1982, twenty-four inmates from the Santa Rita facility participated in the first Arizona Department of Corrections Olympics, held at the Rincon facility of ACTC-T. In March, 1983, the athletic field was completed and opened for inmate access. This field has been subsequently used for events to support celebrations of Easter, Cinco de Mayo, Juneteenth, and the Fourth of July. Currently, fast-pitch softball is in progress, and work is being conducted to complete the soccer field.

**FT. GRANT TRAINING CENTER  
(FGTC)**

The Arizona Department of Corrections' Fort Grant Training Center was initially established as Camp Grant in 1872 and functioned as an Army Post when the Army located in the Sunset Valley area of southeastern Arizona. In 1879,

Camp Grant was officially designated Fort Grant and continued to function as an Army Post until 1912 when the federal government transferred the facility and surrounding property to the State of Arizona. Upon that transfer, the facility was named Arizona's Industrial School for Boys. The facility was then utilized to incarcerate adjudicated juvenile offenders until 1973 when it was established as a minimum security prison for adult male offenders.

The facility is located approximately 120 miles east of Tucson and 240 miles east of Phoenix, Arizona. The closest community, which is primarily supported by agriculture and ranching, is approximately 40 miles from Fort Grant.

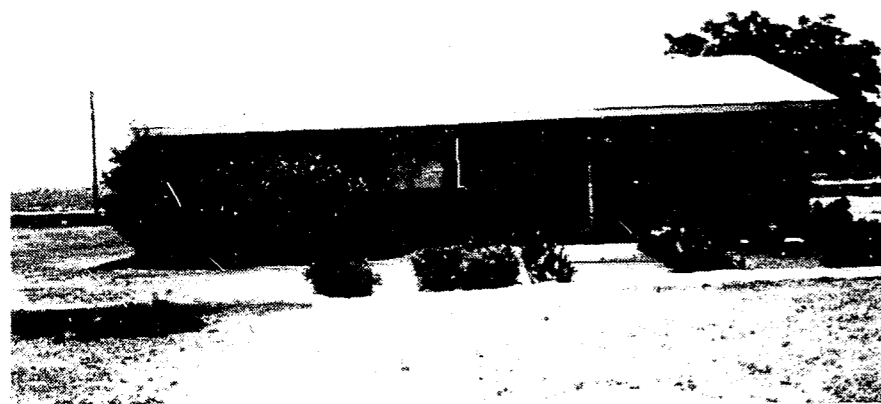
The facility occupies almost 4,000 acres of land, contains over 100 buildings, the majority of which provide cottage and dormitory housing for almost 800 adult offenders, and is staffed by 162 personnel. Fort Grant Training Center has an array of rehabilitative programs designed to address the needs of assigned inmates.

**Programs and Projects**

The completion of numerous physical plant construction and renovation projects include the construction of a visitation center providing over 5,800 square feet for regular visitation purposes and



View at Fort Grant Training Center.



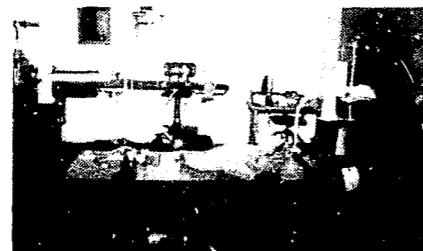
*Inmate Housing - Fort Grant Training Center.*

special inmate activities. This building was primarily constructed by inmate labor. In addition, a groundwater collection and treatment system to replace the historic water capture system from prevailing mountain streams was completed. Significant renovations of cottage housing and dining facilities originally designed to accommodate a population of 500 inmates was completed in order to accommodate an increased population of 800 inmates.

Numerous program services have been established and implemented in the areas of substance abuse; personal development, educational services, and specialized instruction concepts through community college courses. Additionally, a pre-release program has been developed, outside recreational activities have been expanded and inmate organizations have increased by 50% with over 25% of the inmate population participating.

The facility provided inmate labor and supervision in the demolition of a two story junior high school in the community of Safford, Arizona which resulted in significant savings to that community and to the county. This project provided a meaningful work experience for inmate participants, and enhanced community relations. The facility is currently participating in a public works effort with the State's Parks and Recreation Department developing hiking trails and working on maintenance projects in the

local area. A Citizens Advisory Committee has been utilized to promote better understanding and communication between the local citizenry and the facility.



*ARCOR Garment Shop at Fort Grant.*

The facility has developed an inmate advisory system involving 12 inmate representatives. Staff and inmates respond to and resolve institutional problems utilizing the Work Simplification concept.



**Safford Conservation Center**

### SAFFORD CONSERVATION CENTER (SCC)

The Safford Conservation Center was opened in June 1970, with the assignments of a Work Program Supervisor and one Correctional Service Officer whose immediate duties were to prepare the grounds for the arrival of the first complement of inmates. The property consisted of 160 acres of brush and rocks that, fortunately, was traversed by a waterline to the City of Safford. The waterline was tapped, and, with a D-7 Caterpillar and road grader, a road was cut to the site of the spike camp. In July, the original twelve (better known as the dirty dozen) inmates and the administrator arrived. Three tents were pitched for quarters and a large tent for dining was placed adjoining the field kitchen.

According to the plan, the old Job Corps Center at Kingman, Arizona, consisting of modular type buildings, was moved to Safford utilizing inmate labor. This provided four dormitories, a kitchen/dining hall, an educational building and an administration building. The first dormitory, administration building, and kitchen were in place in January 1971. Construction continued through 1971 renovating the buildings; and, in 1972, a 4000 square foot metal building was removed



*Inmate Housing at Safford Conservation Center.*

from Mt. Lemmon and re-erected for use as an automotive maintenance shop. One dormitory that was used as a temporary warehouse burned in 1973, as a result of an apparent arson by two malcontents.

The first permanent building was a 48 man dormitory completed in 1976. Since that date, two 64 man dormitories have been completed, and a kitchen/dining hall/dormitory complex has been added. All construction, except one dormitory, has been accomplished with inmate labor which includes all electrical service, plumbing, and the waste stabilization ponds for sewage.

The Center has been a minimum security institution from its inception. Inmates are not locked in dormitories and there are no fences surrounding the property. A work program within the local communities was established in 1974. This consists of working for various governmental entities and has been expanded to employ an average of 145 inmates.

#### Programs and Projects

The past fiscal year has been one of continued expansion and growth. Erection of eight tents was completed in July 1982, as temporary housing for 49 inmates. The dormitory section of the kitchen complex was completed, housing 22 kitchen workers. Work is progressing on the erection of three quonset huts to provide 36 additional beds. A 4100 square foot building was moved from the Alpine facility and re-erected for

other use. Two, 5000 square foot metal buildings were moved from Alpine. One of these has been re-erected for use as a vocational training building.

#### SOUTHERN ARIZONA CORRECTIONAL RELEASE CENTER - (SACRC)

SACRC began operations in December 1982, as a minimum custody institution offering inmates access to free world employment while remaining in the custody of the Department of Corrections. This access to free world enterprise allows inmate payment of room and board, taxes, and accrual of a reserve fund to be given upon release. A percentage of each employment check is utilized as personal spending money. This type of work concept is considered to be an important success factor for SACRC because inmates are given an opportunity to re-enter society successfully.



**Southern Arizona Correctional Release Center**

During fiscal year 82/83 community involvement on the part of staff helped escalate the number of job opportunities for SACRC inmates.

In March a semi-annual Employer's Day was established. Approximately 35 employers and interested community members attended the luncheon at SACRC. Food items were donated by sponsoring employers.

The inmates of SACRC have contributed to community betterment programs.

#### CENTRAL ARIZONA WORK CENTER - (CAWC)

The Central Arizona Work Center located at Evergreen Air Park is a pilot project whereby long term inmates with meritorious institutional records are given an opportunity to work for Air Center personnel in return for room, board and minimal pay. 30 minimum security inmates are living at the Air Park. This concept is innovative and exemplifies the Department's ongoing efforts to provide diverse programming for special kinds of inmates.

#### Programs and Projects

Renovation projects are ongoing. Air Center personnel have been pleased with the attitude and quality of task completion on the part of assigned inmates.

Inmate committee meetings have been initiated which include staff



**JUVENILE SERVICES**

and inmates at CAWC as well as staff representatives from SACRC, since this institution supervises the Air Center project. These meetings afford time to discuss general conditions, problems, concerns and work cooperatively toward solutions.

The Air Center has provided assigned inmates with a dormitory consisting of two man modules. Inmates live in an environment that enables family visits and recreational activities.

Inmates also interact with outside visitors during special events held at the Air Center.



*Inmates at work at the Central Arizona Work Center.*

The Juvenile Services Division accepts juveniles committed by various juvenile courts and provides care, custody and control through programs designed to meet the general and specific needs of those committed. Both institutional and community settings provide opportunities for training, treatment, supervision and work programs designed to give each juvenile an opportunity to develop skills that will assist in an acceptable community adjustment while providing maximum protection to the citizens of Arizona. The Juvenile Division also assists the state's communities in developing and implementing programs specifically designed to prevent juvenile delinquency.



**John McFarland  
Assistant Director  
Juvenile Services**

Juveniles who have been adjudicated delinquent between the ages of eight and eighteen may be committed to the Department of Corrections by one of the fifteen county juvenile courts in Arizona. The Arizona Department of Corrections has jurisdiction until the youth's eighteenth birthday. The Department has broad statutory discretion as to the diagnosis, placement, transfer and release of all committed juveniles. The juvenile court judges commit juveniles to the Department with no specified sentence. A matrix, the "Length of Program Guide-

lines", is used to approximate the time to be spent in an institution based on delinquent history and type of offense. The matrix is generally designed to help assure adequate programming time and public safety by applying longer lengths of stay to those who have committed the more serious and violent offenses. Using the "Length of Program Guidelines" as a guide, it is the responsibility of each institution to determine when a youth is ready for release to the community.

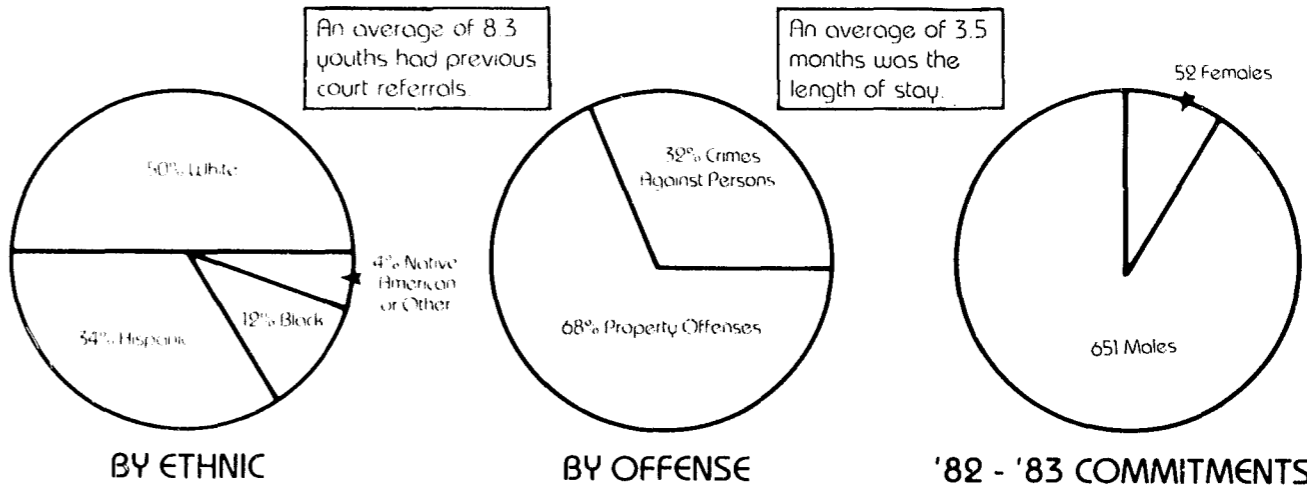
Legislation passed during 1983 requires mandatory work programs in juvenile institutions and development of new rules governing dress, appearance and behavior of juveniles in Departmental custody. Youths are required to work 40 hours per week or 20 hours per week if attending school. Numerous specific work projects have been established such as maintenance of trails at the Grand Canyon, renovation and many other community service projects.

Juvenile Services includes two secure institutions for males, an institution for females, a large day support program, case management, parole services, professional contract services and prevention services.

**ADOBE MOUNTAIN SCHOOL (AMS)**

Adobe Mountain School is located seventeen miles north of Phoenix and serves as the diagnostic unit as well as a high security treatment facility for juvenile males committed to the Department. Originally the Arizona School for Girls, this facility was constructed in 1971 and has a design capacity of 189. From approximately 1975 to November 1982, Adobe Mountain School housed both males

**JUVENILE POPULATION BREAKDOWN**



and females. The average daily population this year was 202.

This facility includes ten cottages, an administrative office, gymnasium, health unit, food services unit, swimming pool, academic and vocational classrooms and other support buildings. Each cottage is staffed with a caseworker and several counselors. A highly trained security unit monitors the overall security of the institution.



**Kelly Spencer**  
Superintendent  
Adobe Mountain School

The Department of Corrections operates a diagnostic program at Adobe Mountain School to assess each youth's needs and make recommendations concerning individual treatment plans and placement. The Case Management Coordinator and Review Committee Members review recommenda-



Juvenile work crews from Adobe Mountain School cleaning up the Grand Canyon area.

tions from diagnostic staff and select appropriate placement.

The Adobe Mountain School treatment programs emphasize residential cottage life, education, work, individual and group counseling, decision-making and life planning. The typical student attends a mandatory half-day academic program and a half-day work program. Recreational personnel offer a variety of daily athletic activities. Religious and spiritual programs are also provided. A sex offender program designed to provide specialized treatment services to meet the needs of juvenile sex offenders is also offered to eligible youth.

By December, 1983, Adobe Mountain School will open four new treatment cottages. Although the new facility was originally designed to house 96 boys, because of high population problems most rooms will be double-bunked resulting in a capacity of 166.

Future planning for Adobe Mountain School includes: increasing the quality of academic programs; developing vocational assessment abilities, implementing an off-campus work restitution program; and increasing family counseling services.

### CATALINA MOUNTAIN SCHOOL (CMS)

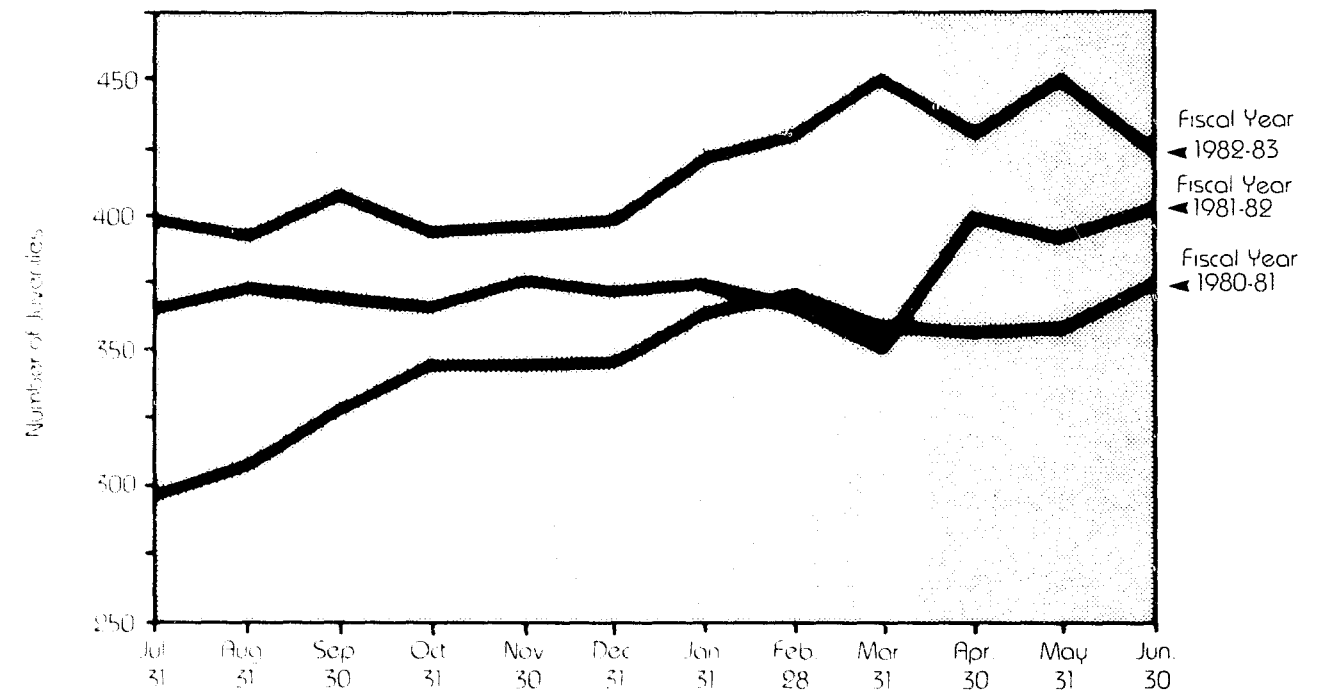
Catalina Mountain School is located seventeen miles north of Tucson on 110 acres and is a secure treatment facility for male juveniles. It was completed in 1967 as the Arizona Youth Center. Design capacity for Catalina Mountain School is 128; average daily population is 132.

The facility includes six cottages, administrative offices, academic and pre-vocational classrooms and a gymnasium. Cottage treatment programs provide the opportunity for youths to develop social/group living skills, life skills and structured activities focus on the development of responsible behavior. A substance abuse pro-



Adobe Mountain School

## JUVENILE INCARCERATED POPULATION FROM JULY 31, 1980 TO JUNE 30, 1983



### JUVENILE INCARCERATED POPULATION

FISCAL YEAR 1980-81		FISCAL YEAR 1981-82		FISCAL YEAR 1982-83	
07-31-80	297	07-31-81	365	07-31-82	395
08-31-80	310	08-31-81	373	08-31-82	389
09-30-80	329	09-30-81	368	09-30-82	409
10-31-80	343	10-31-81	364	10-31-82	389
11-30-80	343	11-30-81	374	11-30-82	390
12-31-80	344	12-31-81	369	12-31-82	397
01-31-81	365	01-31-82	376	01-31-83	421
02-28-81	370	02-28-82	364	02-28-83	429
03-31-81	358	03-31-82	349	03-31-83	451
04-30-81	356	04-30-82	399	04-30-83	435
05-31-81	361	05-31-82	386	05-31-83	449
06-30-81	373	06-30-82	403	06-30-83	425

gram and family therapy are available.



**Bill Gaspar**  
Superintendent  
Catalina Mountain School

Students at Catalina Mountain School are required to participate in a mandatory half-day academic program and a half-day work program or a full-time work program. Recreational activities, health services and religious services and activities are provided.

Future planning for Catalina Mountain School includes: improved family counseling therapy; improved life skills/life career planning; improved community relations and improve pre-vocational training and opportunities.



Catalina Mountain School

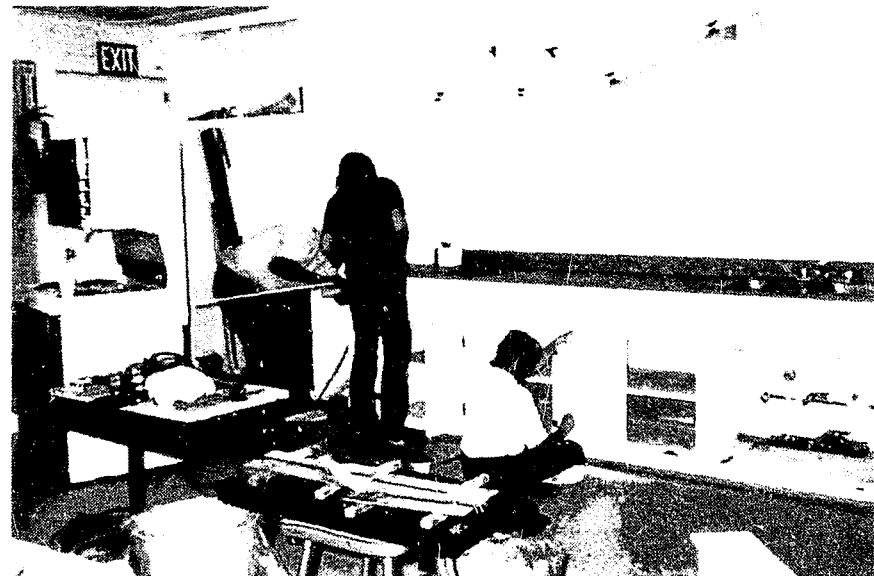
**NEW DAWN CENTER FOR GIRLS  
(New Dawn)**

The New Dawn Center for Girls is the Division's only correctional institution for juvenile girls. Prior to the opening of New Dawn in November of 1982, diagnostic and treatment services for girls were at Adobe Mountain School. Located in Phoenix, the facility provides residency for thirty-six girls. Twenty-four girls reside in a secure section of the unit and twelve girls are involved in a non-secure pre-re-

lease program. Plans for the coming year include increasing the facilities secure bed capacity to forty-four.

Diagnostic assessments and a variety of treatment services are provided at the facility. Educational instruction is also provided by staff. Caseworkers from New Dawn provide supervision of females on parole in Maricopa County as part of the continuous case management programming.

**Carol Moore**  
Superintendent  
New Dawn  
Center



*New Dawn girls remodeling a vocational classroom.*

**ALAMO UNIT**

The Alamo Unit, located on the Arizona State Hospital grounds in Phoenix, will provide residential treatment for thirty emotionally dis-

turbed juvenile males. Alamo will share administrative staff with the New Dawn facility.

**COMMUNITY SERVICES**

Juvenile Community Services is responsible for parole services, community residential treatment centers, a community-based day support center, contracted community placements (group and foster homes) and several community service work projects.

There are three juvenile parole units in Phoenix and one in Tucson, employing twenty full-time officers and an additional six officers spend part of their time providing parole services in the outlying counties. Parole officers operate

under a continuous caseload concept. Juveniles are assigned to parole officers upon commitment to Adobe Mountain School.

Community Treatment Centers provide a supportive, supervised transition period between institutional living and residing back in the community. The division operates three Community Treatment Centers for juvenile males in Phoenix (a Community Treatment Center in Tucson was closed during the past year because of budget limitations). Community Treatment

Centers are large, converted houses with ten to twelve beds. Youths spend approximately three months at a house where they receive a wide range of individual program services within a structured, supportive environment to enable them to successfully reintegrate back into the community.

Desert Valley Learning Center is a community-based day support program in Phoenix for males and females between the ages of 12 and 18 who are committed to the Arizona Department of Corrections. Desert Valley School, established in 1974 as a specialized

school for youths unable to cope in public schools, originally served twenty-eight youths. In 1980, the program was expanded to serve one hundred youths. The Desert Valley Learning Center is an alternative to incarceration for youths who would otherwise remain in a state juvenile institution. The program offers highly structured work, education and counseling activities nine hours daily.

Juvenile Community Services contracts for placements and services with a wide variety of community programs including group homes, foster homes, special residential

treatment and day support. Due to budget cuts this past year, funding was available for only thirty placements in contracted programs. This year, the Arizona Legislature has provided funding for the expansion of the use of contracted placements. Approximately 140 contracted beds, including a 30-40 bed conservation camp, are being sought.

Future plans include development of a community resources directory for use in: Community Treatment Centers seeking funding for educational, vocational and life skills training; recruitment of foster homes in both central and southern regions and improvement of the Desert Valley Learning Center education program in order to provide for student transition into public school.

**PREVENTION UNIT**

The Delinquency Prevention Unit was established in 1969 in recognition of the fact that preventing crime and delinquency in the community is often an effective alternative to institutional programs. The seven member staff provide training and technical assistance to help communities throughout Arizona to organize and implement projects that meet the needs of prevention. The Unit sponsors an annual Multi-cultural Conference, an annual Leadership Training Retreat and established the Arizona Prevention Academy.



Desert Valley Learning Center Wood Shop

FOOD SERVICES

The Food Service Operation continues to improve through the use of a pre-costed regular master cycle menu and a special diet cycle menu for both the juveniles and adults. These improvements are also due to the utilization of a standardized cost reporting system throughout the Department and innovative ideas in the food preparation and serving areas.

Due to the increase in our population, innovative meal schedules had to be implemented and additional space utilized for the dining areas.

An emphasis is being placed on a standardized cost reporting system, utilization of rationing factors, and the utilization of the Armed Forces Recipe Cards. This has enabled us to provide nutritionally balanced, quality meals and has helped to reduce our food waste which has resulted in a reduction of meal costs.

Menus are planned and implemented by using the precosted master cycle menu throughout the entire Arizona Department of Corrections in order to provide continuity within each institution in terms

of consistent quality and nutritional adequacy.

By the introduction and implementation of modern food service management practices such as the precosted master cycle menu (adult and juvenile), standardized cost control and inventory reporting systems, ration factors, and changes in the purchasing procedures has allowed us to overall save approximately 22% on our raw food costs for the entire Arizona Department of Corrections for the 1982-83 fiscal year.



The kitchen at Arizona Center for Women today also serves the inmates at Alhambra Reception and Treatment Center and Aspen.



John Wright  
Assistant Director  
Community Services

The Community Services Division provides:

1. community-based residential supervision (Community Correctional Centers) as a means of controlling the re-entry of released prisoners into the community,
2. fee-paid supervision, surveillance, drug screening and counseling to work furloughees, parolees, interstate compact probationers and parolees, and
3. pre-release, employment counseling and job referrals to released offenders.

Adult Parole

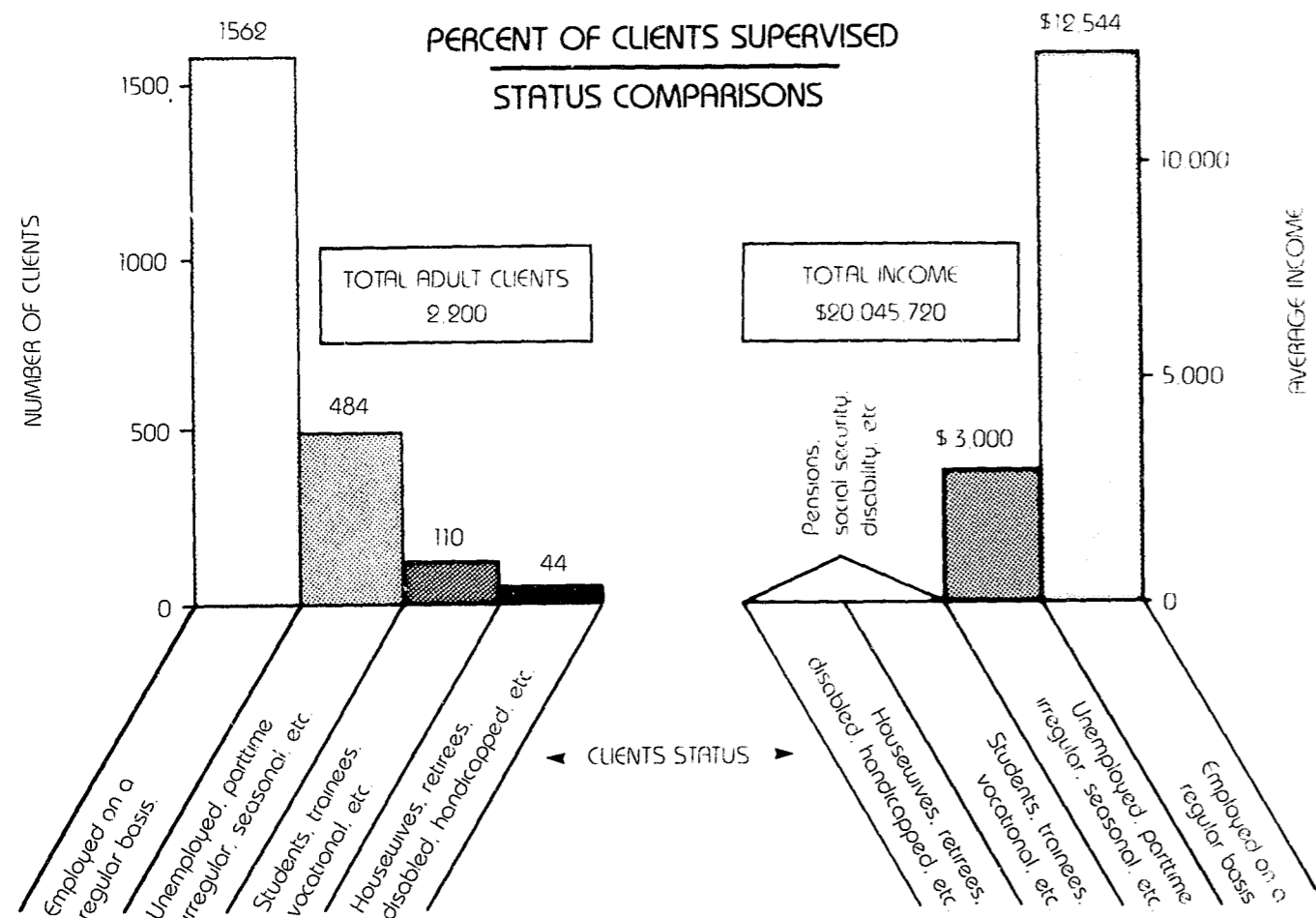
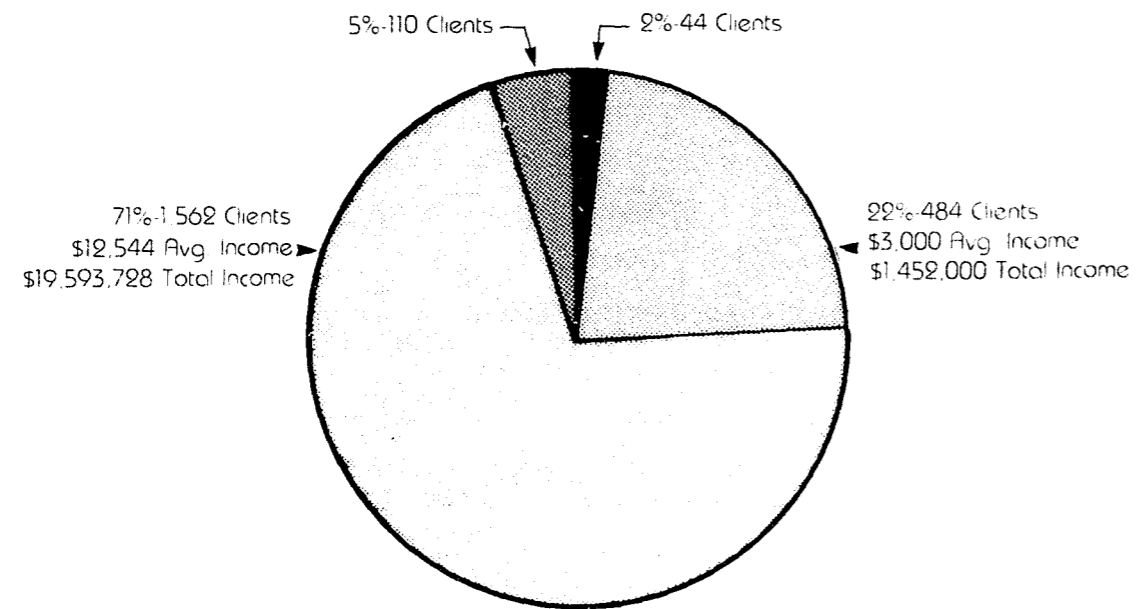
The Adult Parole Services Unit is currently comprised of 73 full-time employees who are assigned to the seven units on a statewide basis. During 1983, the Interstate Compact administrative unit and the Work Furlough Program were also transferred under the administration of Adult Parole Services. Adult Parole Services recently became responsible for Fee-paid Supervision, Restitution Program, and community service work by releasees under supervision.

This year, Adult Parole Services directly supervised over 4,400 cases in the community and was responsible for appropriate follow-up action on 600 cases at risk which included escapees, absconders and parole violators. There were approximately 5,300 field placement investigations completed, in addition to 225 special investigations and approximately 1,800 three-day furlough investigations. During calendar year 1982, Arizona adult parolees, administrative releasees and work furloughes comprised approximately 9.8% of the intake at the Al-

hambra Reception and Treatment Center as returnees. These individuals were returned for either new convictions or technical violations of supervision and were under community supervision prior to their return to Arizona adult institutions. This 9.8% return rate was comprised of 288 individuals out of 2,941 new arrivals at ARTC.

Adult Parole Services currently supervises over 2,600 releasees on a state-wide basis, including approximately 1,100 Arizona adult parolees, 400 administrative releasees, 100 work furloughes and approximately 1,000 Interstate Compact parolees and probationers. It is projected that during FY 1984-85, Parole Services will supervise in excess of 3,000 adult releasees.

# ADULT PAROLE SERVICES CLIENT INCOME REPORT AS OF APRIL 30, 1981



## Community Correctional Centers

There are approximately 60 adult offenders residing in Community Correctional Centers which are designed to provide a smooth and crime-free transition back into the community. There are presently two Adult Community Correctional Centers, both of which are located in Maricopa County. This transition period provides individuals with the opportunity of becoming re-oriented back into the community, developing a sense of self-reliance and assuming responsibility for their families through employment, as well as the development of other social skills to augment their successful adjustment.



Highland House, one of two adult Community Correctional Centers.

Residents of the Community Correctional Centers are those offenders who are eligible for release to the community on Work Furlough, Parole or Administrative Release status. While at the Community Correctional Centers, residents are offered the following services: development of employment, assistance in securing housing, psychological and psychiatric treatment, individual and group counseling, information on community resources, life skills and survival classes, budget counseling, medical and dental treatment. Community Correctional Center programs are also used to provide intervention or half-back programming for Work Furlough and parolees who may be experiencing difficulties in adjusting to community life, but may not warrant a return to a correctional institution.

## Work Furlough

The Arizona Department of Corrections' Work Furlough Program began in July of 1978. The program was originally sanctioned by the legislature which gave community correctional centers the power to grant furloughs to residents "for the purpose of employment, education, including vocational training, or arranging a suitable employment and residence program". All Work Furlough candidates were transitioned from the institutions through the Arizona Department of Corrections' Community Correctional Centers, or halfway houses, and on into the community to reside and work.

In February of 1982, new releases under the Work Furlough Program were stopped and the program was subsequently revised, becoming more restrictive. The outcome was a new law and a set of Work Furlough Rules certified by the Attorney General's office and filed with the Secretary of State.

At one time there were nearly 500 inmates on the Work Furlough Program; today there are approximately 100. Whereas Work Furlough was once used as a release valve to an overcrowded prison system, the program now systematically evaluates and supervises those inmates placed in the program.

## Ex-Offender Program

The Ex-Offender Program is a state funded program to provide the delivery of employability development and comprehensive manpower service to prison residents and releasees to facilitate an orderly return to employment and a satisfactory reintegration into the community.

This year, the Arizona Ex-Offender Program enrolled 2,022 clients for Ex-Offender service; made 473 job placements; assisted an additional 458 clients with support enabl-

ing them to enter into employment found on their own; conducted 1,732 individual counseling sessions; issued 24 fidelity bonds; and provided 1,095 institutional residents with pre-release training.

## Families Project

Families Project began in October, 1981. Project services are provided by masters degree interns under supervision of a Department of Corrections' staff person. The project is designed to assist families of male and female adult offenders incarcerated in Arizona in order to ameliorate the effects experienced by these families as a result of another family member's incarceration. Project services generally fall into the areas of education, advocacy and counseling.

Family members must become knowledgeable of the corrections system, not only in order to understand that which is happening to their incarcerated family member, but even in order for them to make their first visit to an institution. Oftentimes, this requires crisis intervention directly related to the incarceration of a family member. Through the counseling function, the Project has also developed support groups, wherein family members meet with one another for the purpose of information exchange and emotional support. The Project has also networked families into carpooling efforts, as well as sponsored bus trips to the Fort Grant Training Center and Safford Conservation Center. Life skills training is also provided, and speakers from the corrections systems have been provided for the families.

Fundamental to all these activities has been the idea that the families and the Department can work together to the benefit of both when understanding and open communication exists.

## ADMINISTRATION

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### DEPUTY DIRECTOR

The Deputy Director of Administration is responsible for management of Health Services, ARCOR Enterprises, Facilities Planning & Construction, Management Information Systems, Offender Administration, and Business and Finance. This office oversees the development and implementation of the annual Department of Corrections Budget which, in Fiscal Year 1983-84 is in excess of \$115,000,000.

The Deputy Director also serves as a member of the Executive Management Team, providing direction to staff and management.



**Quinn Spitzer**  
Deputy Director

### OFFENDER ADMINISTRATION

The Offender Administration Unit was established to oversee the functions and responsibilities of inmate classification, records, time computations and special services, i.e., extraditions and interstate transfers. A Legal Analyst within this unit acts as a legal advisor and liaison between the Department and the Attorney General's Office.

Population control and management has become an extremely precarious operation as a result of overcrowding. A recent court order mandates the Department of Corrections to accept committed inmates within ten days and reimburse the county for their stay in the county jail prior to transfer to the Department of Corrections.

A Task Force was established and is presently reviewing and rewriting classification rules, regulations and policies which will ultimately result in an updated inmate classification system.

We currently have contracts, through the Interstate Corrections Compact, with twenty-six states and have approximately seventy inmates placed in other states and federal custody.

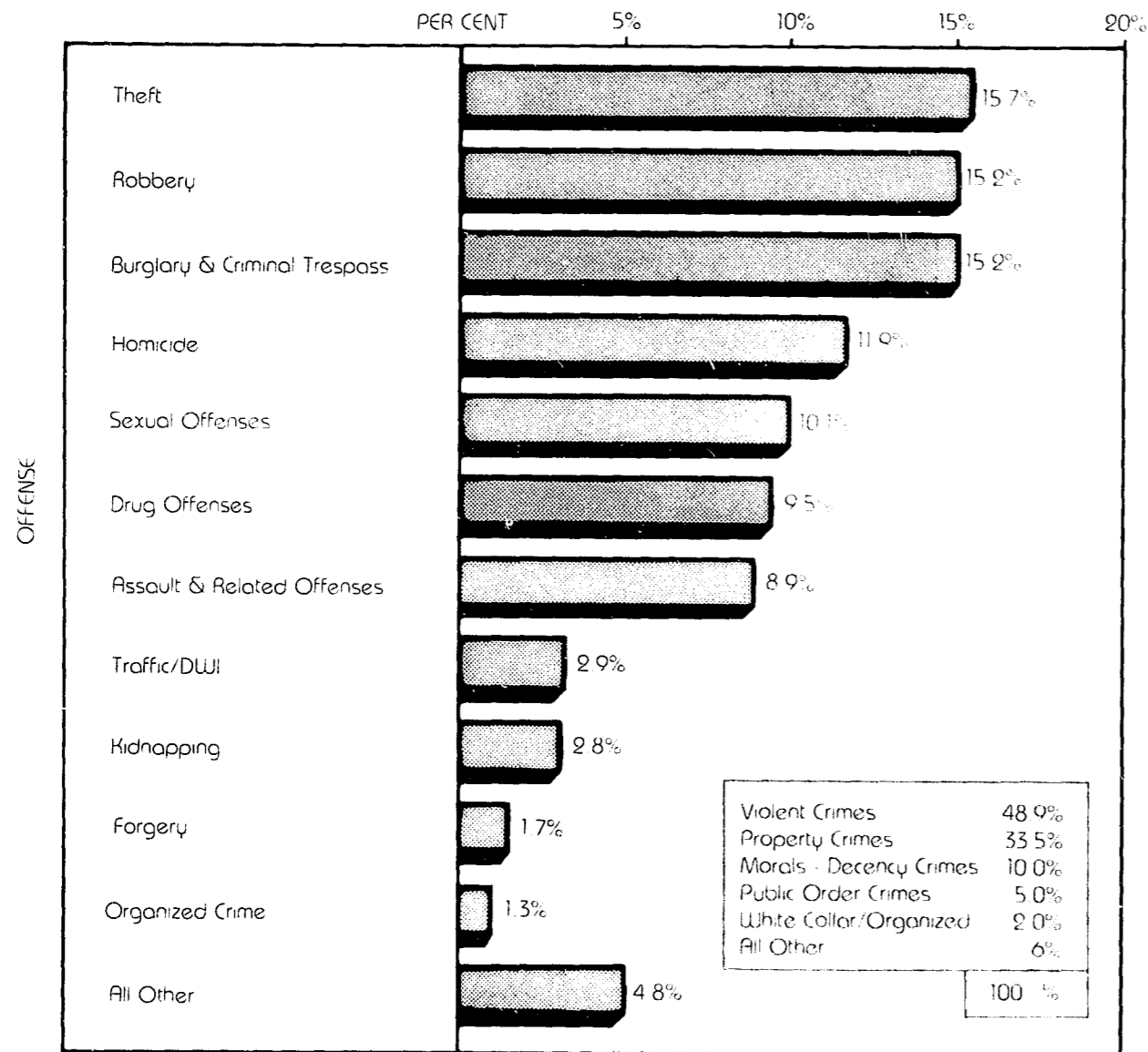


**William Rhode**  
Assistant Director  
Offender Administration

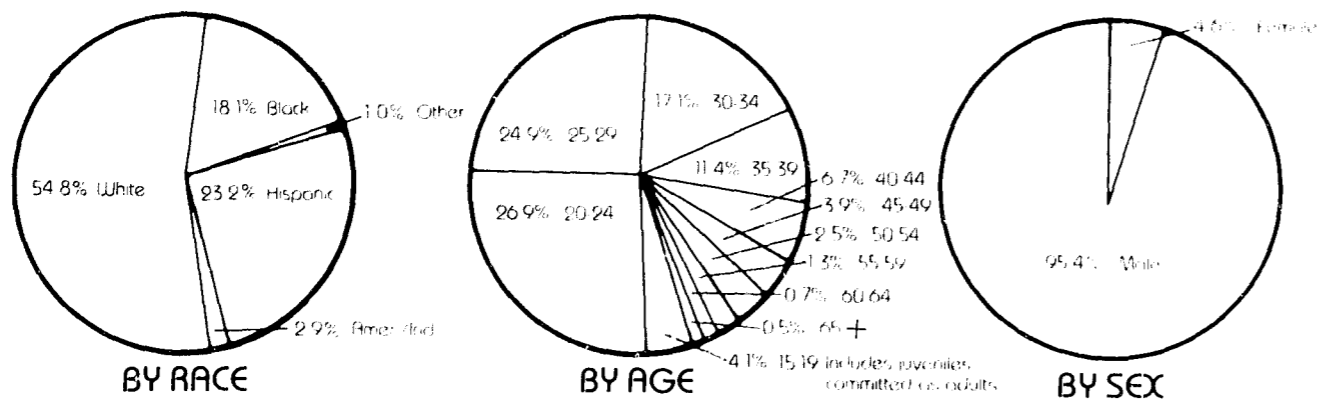
### Classification

The goals of the Assistant Director, Offender Administration, are to make improvements in the operation of Custody Classification and the Offender Services Systems, thereby providing the agency with a useful management tool in making decisions that affect the offender population. This goal includes the implementation of a risk assessment tool and the automation of both Offender Classification and Records Systems.

## ADULT OFFENSE CATEGORIES AS OF JUNE 30, 1983



### ADULT POPULATION BREAKDOWN



### Offender Records

The primary function of this section is to maintain a master record file on all inmates and wards committed to the Department and to ensure the official "Office of Records" is maintained in an effective and cost-efficient manner.

This section additionally serves as the liaison between the institutional record offices and the Central Office and operates as the central contact for other governmental agencies seeking inmate record information.

### Offender Time Computations

The primary function of this section is to ensure that time to be served by adult offenders under the jurisdiction of the Department is computed correctly and that necessary information in this regard is provided to appropriate organizational components.

This section additionally serves as the liaison between the Board of Pardons and Paroles and Central Office in notifying the Parole Board of inmates eligible to be considered for parole.

### Legal Services

The Legal Analyst is responsible for legal work of the Department of Corrections with the exception of

representing the agency in court. That responsibility is shared with the Office of the Attorney General. Responsibilities of the Legal Analyst include tracking and monitoring all litigation involving the agency, responding to requests for advice from staff members, assisting in the writing of rules and regulations and in the development of policy and procedures, and the training of staff in their legal rights and responsibilities.

### FACILITIES PLANNING

The increasing population has placed a strain on all of the utility systems at all institutions. The utility systems at each institution are being reviewed, with additions and improvements either under construction or in the planning stage. At some facilities, serious deficiencies exist that will require additional appropriations to take care of long term needs.

Cost savings are being effected on Land, Building and Improvements (LB&I) projects through the use of inmate labor and professional construction supervision, concurrent with the need to limit longer construction schedules usually associated with inmate labor projects.

Unique, but not new building techniques are being investigated wherein labor intensive methods

may be used to tap the large pool of inmate manpower that exists in correctional institutions.

Major projects completed or substantially completed this year have or will add beds in Tucson, Florence and metro-Phoenix areas.

Reversion of funds, causing budget shortfalls, seriously disrupted or postponed many building projects.

In addition to these major completed projects, or the on-going projects, we have been working with the institutions to provide technical assistance whenever possible in the construction or implementation of temporary housing, such as tents, mobile homes and assisted in the conversion of existing facilities to housing units.

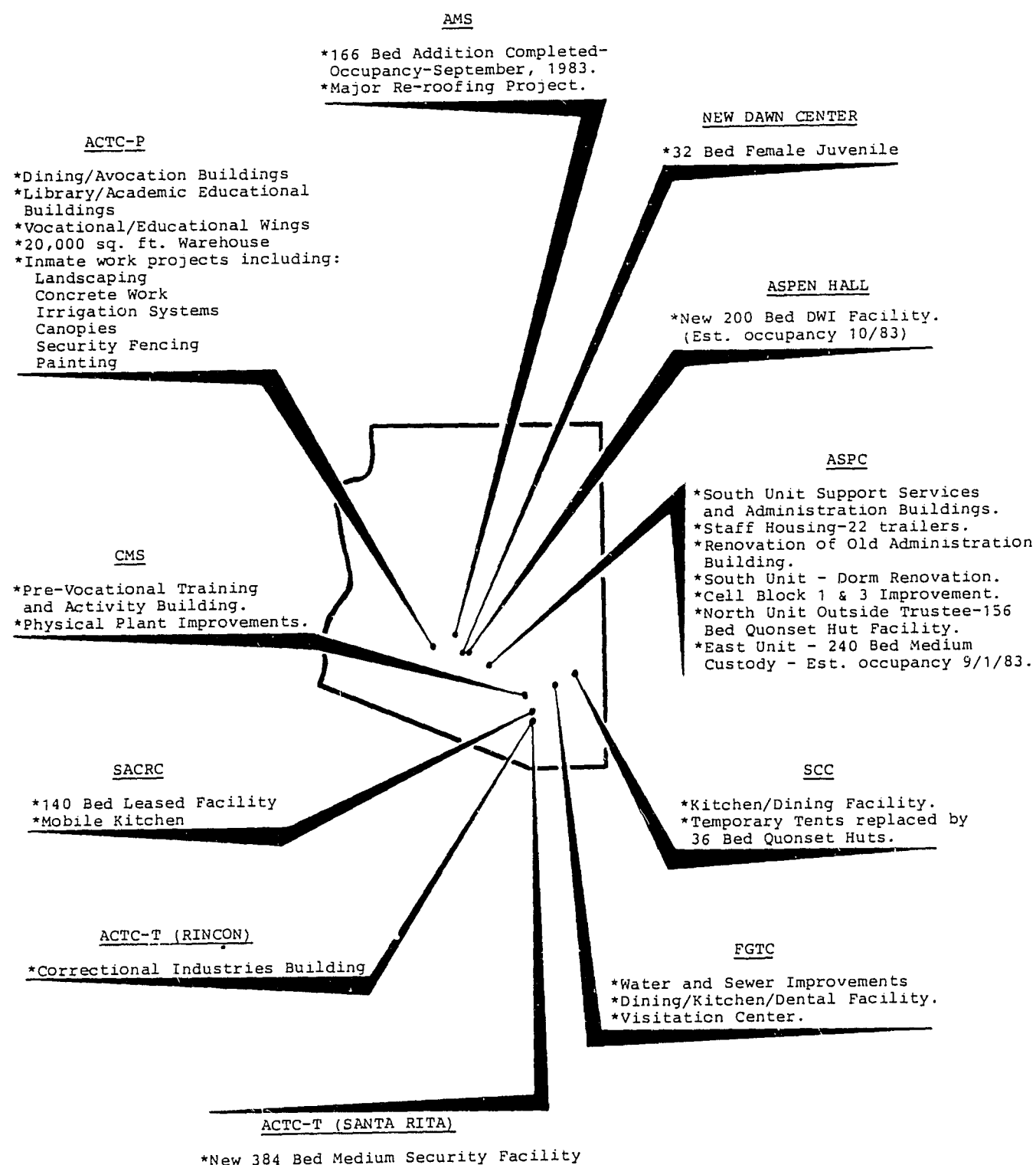
### STAFF DEVELOPMENT

From July, 1982, through April, 1983, the Staff Development Center was housed in Phoenix and coordinated all Departmental staff training activities. With a staff of nine, the Staff Development Center provided support services for trainers located at the various facilities across the state; contracted for training from non-agency sources, including community colleges and consultants; directly provided instruction for in-service training in individual institutions;

### AVERAGE TIME SERVED BY ADULT INMATES RELEASED DURING CALENDAR YEARS 1978 TO 1983

YEAR	MALES		FEMALES		TOTALS	
	Number Released	Average Months Served	Number Released	Average Months Served	Number Released	Average Months Served
1978	1201	22.5	108	13.8	1309	21.8
1979	1215	26.9	100	18.2	1315	26.2
1980	1664	21.7	94	18.5	1758	21.5
1981	1216	20.2	89	18.7	1305	20.1
1982	1841	24.2	123	23.0	1974	24.1
1/1/83-6/30/83	1194	23.1	76	15.7	1270	22.6

MAJOR PHYSICAL PLANT IMPROVEMENTS



and provided leadership and direction for all Departmental staff training. In May, 1983, budgetary constraints and other factors led to the decentralization of staff training. For the remainder of the fiscal year, training coordinators at each institution assumed the responsibility for all training activities for staff members at individual sites.

The Department's policy on Employee Training and Career Development states the intent of the Department is to provide resources which enable employees to acquire and enhance work-related skills and knowledge required by their positions and to encourage employees to acquire additional education that would enable them to be promoted and/or assigned to positions of greater responsibility. Although budget reductions during FY 82-83 limited the Department's capacity to comply with all requirements of the policy, staff training continues to be an important and active component of the Department.

Academy Training

Correctional Service Officer Training Academies are designed to train new employees to perform the duties of a Correctional Service Officer in a competent, professional manner. This training is usually offered through a cooperative agreement with local community colleges; sites for academy training were Arizona State Prison/Central Arizona College, Fort Grant Training Center/Eastern Arizona College, Arizona Correctional Training Center - Tucson/Pima Community College, and Phoenix area/Phoenix College. Training academies last from three to six weeks and curriculum varies to some extent, depending on the institution for classes such as: orientation, Role of the Correctional Officer, Ethics and Professionalism, Grievance Procedures, Arizona Criminal Code and Sentencing Procedures, Human Relations and Communications Skills.

The Arizona Law Enforcement Officer Advisory Council (ALEOAC) Academy is designed to certify



Recent Academy graduation

selected employees as Specialty Corrections Peace Officers. This certification is necessary for employees who need specific law enforcement authority under certain circumstances. The curriculum for this academy is approved by ALEOAC and includes instruction in several areas.

Management Training

The Supervisory Development Program is designed to give first-line supervisory personnel an overview of essential skills.

The Management Development Program (MDP) was developed by the Department of Administration for all state agencies. The entire program is six levels and targets middle management. In July, 1982, the Staff Development Center entered into an agreement with the Department of Administration for Departmental trainers to present the first level of the MDP within the Department. Rapid Departmental growth and the need for trained personnel to assume management positions, coupled with the difficulty in removing staff from their respective institutions for extended periods of time, necessitated delivery of management training at institutions. The second level of the Management Development Program was delivered by Departmental trainers for the first time in 1983.

Special Interest Training

In-Service/Special Interest Training was available in 24 different programs. The Staff Development Center staff delivered these programs at various sites across the state according to a schedule and in response to requests from institutions. In addition to these topics, trainers were also available to prepare and develop specialized programs in response to specific institutional requests.

- Assertive Skills
- Basic Interactive Counseling
- Budgeting
- Cardiopulmonary Resuscitation and Emergency Cardiac Care/CPR
- Communication Skills
- Contracting
- Courtroom Testimony and Demeanor
- Crisis Intervention
- First Aid
- Fire Safety
- Inmate Classification
- Inmate Set-up
- Inmate Supervision
- Investigative Techniques
- Narcotics Identification
- New Employee Orientation
- Oral Board Orientation
- Purchasing
- Safety and Work Injury Control
- Search, Seizure and Evidence Control
- Sexuality in the Work Site
- Substance Abuse
- Time Management
- Work Simplification



## BUSINESS AND FINANCE

The Business and Finance Unit is responsible for providing support services to all Departmental organizational components in the areas of budget preparation and execution, fiscal controls, financial accounting, contracting services, equipment control, purchasing, real property management and personnel.



**Gene Messer**  
Assistant Director  
Business and Finance

The following charts reflect direct and indirect costs related to the agency and to the adult and juvenile institutions and community services.

### FISCAL YEAR 1982-1983

#### ADULT INSTITUTIONS

##### DIRECT AND INDIRECT COSTS

	AVERAGE DAILY POPULATION	FY 1982-83 EXPENDITURES	COST PER INMATE	
			ANNUAL	DAILY
<u>SOUTHERN REGION</u>				
ACTC-Tucson	764	\$ 11,339,674	\$ 14,842	\$ 41
Safford Conservation Ctr	278	2,565,871	9,230	25
Fort Grant Trng. Center	775	7,239,969	9,342	26
Southern AZ Correctional Release Center	120	1,566,994	13,058	36
Sub-total	1,937	22,712,508	11,726	32
<u>CENTRAL REGION</u>				
Arizona State Prison	2,356	29,902,024	12,692	35
<u>NORTHERN REGION</u>				
ACTC - Perryville	992	18,169,787	15,800	43
Women	158			
Alhambra Reception and Treatment Center	267	5,043,081	18,888	52
AZ Center for Women	101	1,493,420	14,786	41
Sub-total	1,518	24,706,288	16,276	45
<b>GRAND TOTAL</b>	<b>5,811</b>	<b>\$ 77,320,820</b>	<b>\$ 13,306</b>	<b>\$ 36</b>

### FISCAL YEAR 1982-1983

#### ADULT COMMUNITY CORRECTIONAL CENTERS

##### DIRECT AND INDIRECT COSTS

	AVERAGE DAILY POPULATION	FY 1982-83 EXPENDITURES	COST PER INMATE	
			ANNUAL	DAILY
SPRUCE HOUSE	55	\$ 362,712	\$ 6,595	\$ 18
HIGHLAND HOUSE	14	147,856	10,561	29
* CONGRESS HOUSE	11	215,444	19,586	54
<b>GRAND TOTAL</b>	<b>80</b>	<b>\$ 726,012</b>	<b>\$ 9,075</b>	<b>\$ 25</b>

\* Congress House is now closed.

### FISCAL YEAR 1982-1983

#### ADULT PAROLE AND COMMUNITY SUPERVISION

##### DIRECT AND INDIRECT COSTS

	AVERAGE DAILY POPULATION	FY 1982-83 EXPENDITURES	COST PER INMATE	
			ANNUAL	DAILY
PAROLE	2,891	\$ 1,421,324	\$ 492	\$ 1
<b>GRAND TOTAL</b>	<b>2,891</b>	<b>\$ 1,421,324</b>	<b>\$ 492</b>	<b>\$ 1</b>

FISCAL YEAR 1982-1983

JUVENILE INSTITUTIONS

DIRECT AND INDIRECT COSTS

	AVERAGE DAILY POPULATION	FY 1982-83 EXPENDITURES	COST PER WARD	
			ANNUAL	DAILY
ADOBE MOUNTAIN SCHOOL	217	\$ 6,413,756	\$ 29,556	\$ 81
CATALINA MOUNTAIN SCHOOL	132	4,686,837	35,506	97
NEW DAUN CENTER FOR GIRLS	17	553,451	32,556	89
GRAND TOTAL	366	\$ 11,654,044	\$ 31,842	\$ 87

FISCAL YEAR 1982-1983

JUVENILE COMMUNITY CORRECTIONAL CENTERS

DIRECT AND INDIRECT COSTS

	AVERAGE DAILY POPULATION	FY 1982-83 EXPENDITURES	COST PER WARD	
			ANNUAL	DAILY
* COLUMBUS HOUSE	12	\$ 149,142	\$ 12,428	\$ 34
SOUTHERN HOUSE	12	243,500	20,292	56
SUNRISE HOUSE	12	220,107	18,342	50
CASA NUEVA	10	293,222	29,322	80
GRAND TOTAL	46	\$ 905,971	\$ 19,695	\$ 54

\* Columbus House is now closed.

FISCAL YEAR 1982-1983

JUVENILE PAROLE AND COMMUNITY PLACEMENTS

DIRECT AND INDIRECT COSTS

	AVERAGE DAILY POPULATION	FY 1982-83 EXPENDITURES	COST PER CLIENT	
			ANNUAL	DAILY
PAROLE	545	\$ 1,059,336	\$ 1,944	\$ 5
COMMUNITY PLACEMENTS	37	424,645	11,477	31
GRAND TOTAL	582	\$ 1,483,981	\$ 2,550	\$ 7

FISCAL YEAR 1982-1983  
AGENCY EXPENDITURE SUMMARY

	DIRECT EXPENSE	INDIRECT EXPENSE	TOTAL
ADULT			
Adult Institutions	\$ 70,231,169	\$ 7,089,651	\$ 77,320,820
Adult Community Correctional Centers	659,442	66,570	726,012
Adult Parole and Community Supervision	1,290,998	130,326	1,421,324
JUVENILE			
Juvenile Institutions	9,529,964	2,124,080	11,654,044
Juvenile Community Correctional Centers	740,847	165,124	905,971
Juvenile Parole and Community Placements	1,213,509	270,472	1,483,981
ARCOR	1,960,169	11,624	1,971,793
OPERATIONS SUPPORT	9,857,847	(9,857,847)	-0-
TOTAL	\$ 95,483,945	\$ -0-	\$ 95,483,945

## MANAGEMENT INFORMATION SYSTEMS

Management Information Systems supplies Departmental staff with reports that will allow them to make administrative decisions based upon accurate and timely information. This information is provided in both scheduled and ad hoc reports and are categorized as legislative, administrative, operations and research information.

Several new projects were completed over the last year which included conversion of payroll unit numbers, upgrade of the budget master file and redesign of the Affirmative Action report. In addition, several ongoing projects have received continuing support and time from the Management Information System's staff.

## HEALTH SERVICES

The Division of Health Services delivers and provides access to health care needed by the adult inmates and the juvenile population within State Correctional Facilities. Clinical and ancillary staff are responsible for on-site medical, dental, mental health and substance abuse treatment. In-patient care and specialty services are available through contractual arrangements with community providers.



**Dr. Joseph Scalzo**  
Assistant Director  
Health Services

### Health Care Delivery

Upon entry into the Department of Corrections, health staff perform a comprehensive health evaluation including medical history, physical and dental examinations, rou-

## HEALTH SERVICES STATISTICAL REPORT JULY 1, 1982 — JUNE 30, 1983

### TREATMENTS

DOC In House .....	256,087
Dental	
Treatments .....	54,179
Prothesis .....	1,231
Oral Surgery .....	3,003
Mental Health	
Psychiatric Consultations .....	5,568
Psychotropic Medications Dispensed .....	8,284
Substance Abuse	
TASC New Clients .....	1,358
Community Substance Abuse Treatments .....	5,770
Outside Health Referrals .....	3,698
Medical	
Surgical	
Orthopedic	
Optometric/Ophthalmological	
IN-PATIENT DAYS	
Community Hospitals .....	2,162
Infirmiry, ASP .....	2,221
Psychiatric, Community Hospital .....	222
Psychiatric, Alhambra, DOC .....	12,313

fine lab work and x-rays on each inmate or juvenile. Where medically indicated, additional tests are performed.

Each institution has a Health Unit staffed according to the size and needs of the population. The Health Unit Manager is responsible for all aspects of administration and management of health care delivery at his/her assigned facilities. Services within the health unit include treatment of the ill and injured, special clinics for chronic disease patients, as well as ongoing health maintenance.

Health Services provides psychiatric care for adult male offenders requiring in-patient treatment at the 40 bed licensed psychiatric

hospital located at the Alhambra Reception and Treatment Center.

The 16 bed infirmary at the Arizona State Prison provides intermediate and post-op in-patient care for adult male offenders system-wide.

This year, clinical diets were standardized system-wide. Patient compliance is monitored through the special clinic program.

Additional patient education programs instituted this year in the juvenile facilities address communicable diseases, sexuality and family planning.

At the Arizona State Prison, the Sex Offender Treatment Program, secured by contract arrangements,

provides a comprehensive approach to treatment of sex offenders.

In order to improve the delivery of mental health services at the Arizona State Prison, a project was developed identifying a separate unit of 111 beds for acute/chronic, mentally ill inmates as well as 77 beds for offenders with significant substance abuse histories. The program of intensive treatment under the direction of the Mental Health Program Coordinator is scheduled for implementation.

### Community Health Services

Medical, dental, mental health services and substance abuse counseling were provided to community correctional center residents by divisional health staff and community providers.

At the Arizona Center for Women, located in Phoenix, an out-patient clinic program was implemented to expand treatment availability to address the clinical needs of the community clients for which the Department is responsible.

In addition, funding for Treatment Alternatives to Street Crime (TASC) provides assistance to substance abuse offenders released to the community through monitoring their progress on parole or residential placement. Until this year, these services were funded primarily for adult offenders in Phoenix, Tucson, Flagstaff and Yuma. This year, the Department was successful in obtaining a Federal Grant to provide TASC services to juveniles in Phoenix and Tucson. In response to the needs of other substance abuse clients on parole, a group counseling program was established.

This year, a major focus was directed toward maintaining quality service in the face of escalating costs, additional facilities coming on line and limited resources. Priority standards and review committees were established to screen all outside health referrals, reducing the forecasted number of referrals by 25% in the last six months of the fiscal year. Central purchasing for the statewide formulary as

well as dental supplies provided additional savings.

Staff involvement and support was the key to the timely development

and successful implementation of necessary cost containment measures while maintaining an adequate, but strained, level of care at facility level.



*Dr. Stoft and Dental Assistant Rosie Garza examine an inmate at ACTC-P's Dental Clinic.*

## ARIZONA CORRECTIONAL ENTERPRISES (ARCOR)

Arizona Correctional Enterprises (ARCOR) was established by state law in 1981 to administer all facets of the prison industries program. Industry programs are diverse and include manufacturing and agricultural operations. Today, ARCOR employs 548 inmates and produces approximately \$4 million of goods.

Through the employment of inmates, ARCOR manufactures articles, products or services that will meet the needs of the state, its political sub-divisions, and the general public. In achieving this mission, ARCOR is directed towards the following three major goals:

1. To provide inmates training and work experiences designed to develop or enhance work skills that will assist them in securing employment upon release;
2. To reduce costs associated with incarceration through the provision or sale of services and products, thus allowing residents to earn incomes so that they may pay a portion of their room and board costs; make restitution to the victims of their offenses; provide assistance to their families; and accumulate savings for their eventual release; and
3. To develop and maintain an organizational structure designed to ensure effective, efficient and economic management.



**Tom Lescault**  
Assistant Director  
ARCOR Enterprises

ANALYSIS OF INDUSTRIES OPERATIONS

DIVISION	PRODUCTS & SERVICES	INMATE EMPLOYEES	SALES (FY 82-83)
Wood Products Shop	This shop manufactures a variety of items to include office furniture, picnic tables and most recently expanded into manufacturing of computer printer silencer cabinets and related computer equipment accessories.	33	\$ 168,823
Engraving Shop	Indoor and outdoor signage, name plates and name badges are the primary products of this shop.	2	8,593
Bedding Shop	A major production item of this shop is institutional mattresses and pillows. These items have not only been marketed to the Department of Corrections, but also to county jails and related detention centers throughout the state. ARCOR also has supplied the state's universities with bedding products.	17	390,585
Metal Fabrication Shop	Many of the products manufactured in this division are designed for institutional use. ARCOR was awarded a major contract to manufacture the institutional furniture for the Maricopa County Jail. The contract saved the county significant tax dollars, and is representative of the double social utility benefits of the program. The metal fabrication line of production is not limited to institutional furniture. Other major products include picnic tables, grills, bicycle racks and other parks and recreational items.	55	169,013
Silk Screen Shop	This shop is now closed.	0	\$8,265
Printing and Reproduction Shop	This division offers a wide range of services to include printing of memos, forms, letterhead stationery, envelopes, as well as brochures, pamphlets, and reports. In addition to reproduction capabilities, bindery services for reports, directories, and similar items are also available.	15	136,426
Sign Shop	A wide range of highway regulatory, as well as non-regulatory signs are available. Last fiscal year, more than 2,000 signs were manufactured.	12	44,276
License Plate Shop (Tag Plant)	Vehicle and motorcycle license plates are manufactured by this division. Last fiscal year, more than 411,355 plates were produced.	40	298,977
Furniture and Upholstery Shop	This shop manufactures office furniture for commercial use.	6	95,834
Garment Shop	Although this shop is in limited production at the present time, jeans and work shirts are manufactured for sale to the Department of Corrections and other state institutions.	7	1,490
Block and Cement Shop	Production of block and cement material for the Department of Corrections construction.	7	11,354
Shoe Shop	Shoe Repair	2	1,027

INDUSTRY

ANALYSIS OF INDUSTRIES OPERATIONS (con't)

DIVISION	PRODUCTS & SERVICES	INMATE EMPLOYEES	SALES (FY 82-83)
Dairy	The ARCOR dairy is comprised of 500 Holstein cows plus 250 heifer production. In a normal year, last fiscal year, the dairy produced 444,584 pounds of milk which generated over \$1 million dollars in sales.	40	1,021,176
Farm	ARCOR currently has 900 acres of cultivated farm land of which more than 800 are dedicated to grain, wheat, and hog production and the 100 remaining are used for truck farming.	26	458,313
Hog Farm	ARCOR maintains a herd of approximately 1,300 head of hogs. The average weaners litter rate is 7.5 piglets. Hog production is not limited to institutional use and approximately 1,057 hogs were sold this fiscal year on the open market.	15	218,183
Slaughterhouse	At present, the slaughterhouse is processing both beef and pork which is used primarily in the correctional institutions. Last fiscal year, more than 619 head of beef and 492 hogs were butchered. As a result of the reduced pricing, the Department of Corrections realized a significant cost savings in this area.	7	515,029
Other Farms	Approximately 80 head of brooding sows are maintained at the Fort Grant Training Center's farm, with weaned piglets shipped to Florence. Also, the 160 acres of farmed land is limited to hay and wheat production with a portion used as pasture.	18	11,171
OTHER VENTURE COOPERATIVE EFFORTS WITH THE DEPARTMENT OF CORRECTIONS AND PRIVATE INDUSTRY BUT NOT SALES GENERATING OR RELATED			
West Unit	Contractor of the West Unit of the Arizona State Prison	158	
Support Administration	Contract office assistance	88	
<b>TOTALS:</b>		<b>548</b>	<b>\$3,511,448</b>

FARMING

OTHER

**Sales and Marketing**

A major accomplishment of the Sales and Marketing Division this fiscal year was the development and distribution of the first ARCOR products catalog. To date, this catalog has been distributed to every state agency and political subdivision within the state.

Sales for this fiscal year were

\$3,511,448. The income from these sales contributed to off-setting the cost associated with purchasing raw materials and inmate wages.

**Production**

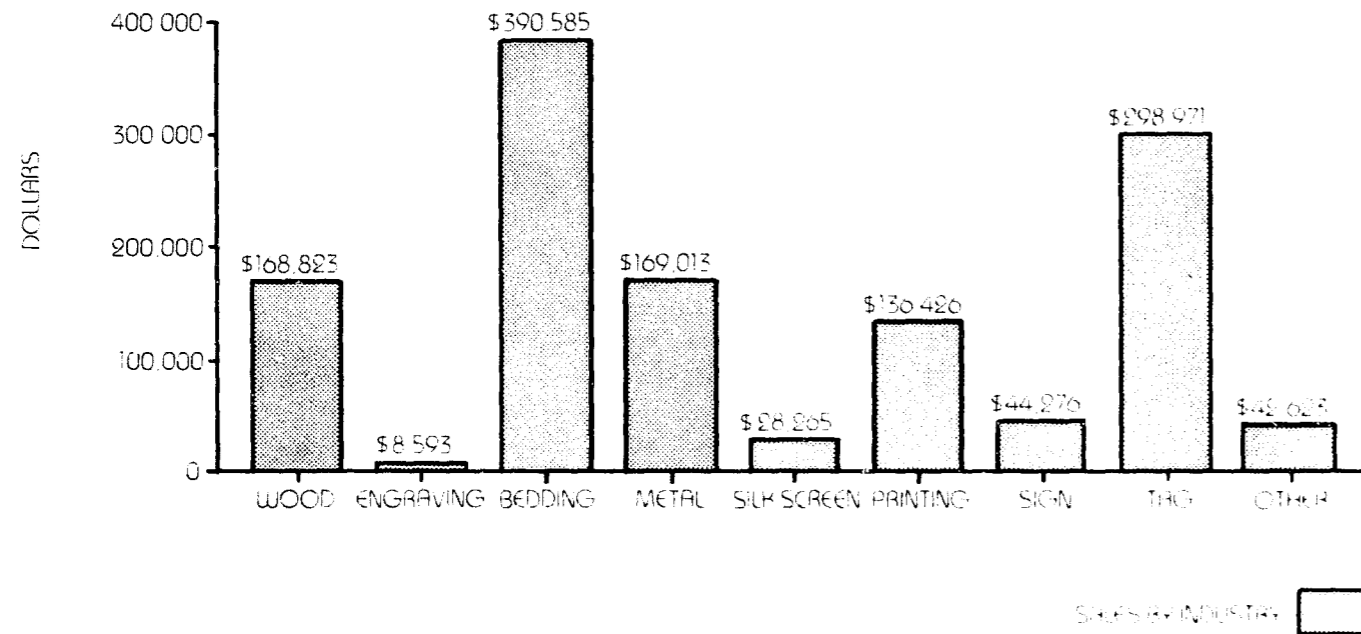
ARCOR's primary manufacturing base is located at the Arizona State Prison in Florence. Within the Arizona State Prison Complex, ap-

proximately 48,000 square feet is dedicated to ARCOR for manufacturing purposes. Eight manufacturing divisions are presently in operation.

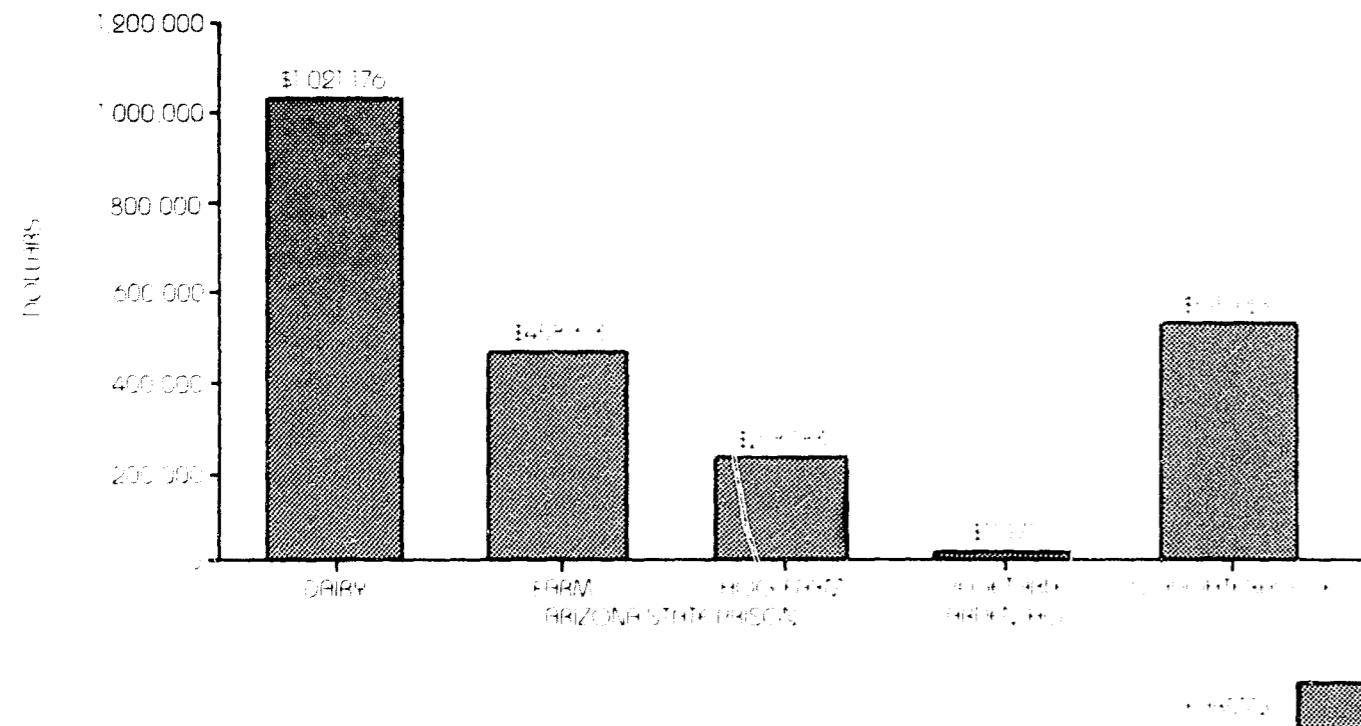
**Joint Ventures**

Although a small portion of ARCOR's total operation, joint ventures with the private sector has

ARCOR SALES - INDUSTRIES  
FISCAL YEAR 1982-'83



ARCOR SALES - FARMING  
FISCAL YEAR 1982-83



Arizona State Prison Metal Fabrication Shop

proven successful in terms of jobs, sales, income and training for inmates. These programs also provide a financial benefit to the state as inmate participants earning minimum wage or above are required to return 30% of their earnings to the state for room and board, and pay victim restitution if court ordered.

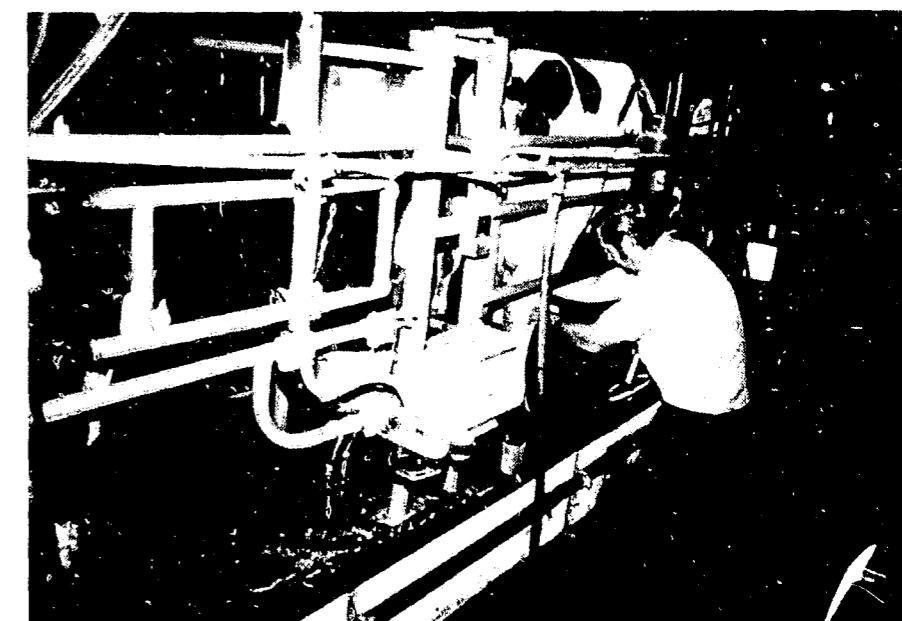
Best Western Reservations, Inc. and ARCOR Enterprises are joined together in a unique program. A satellite reservation center was es-

tablished by Best Western at the Arizona Center for Women in August, 1981. Fourteen computerized reservation terminals have been installed, employing between 12 to 35 women on a full-time basis. Since the inception of this program, several inmates have gone to work in various departments of Best Western Headquarters upon release.

Recently, ARCOR Enterprises and Prestige Systems, Inc., entered into a joint venture for the production

of various office partitions and modular office furnishings. Many of these units have been installed throughout the state offices. After only six months, the program has realized a \$2,500 profit at the end of this fiscal year.

The successes of these joint ventures have been clearly demonstrated and ARCOR Enterprises is encouraged to explore other possible joint ventures with the private sector.



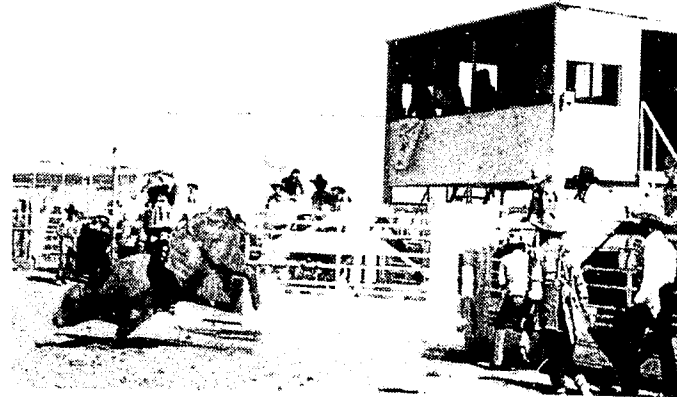
Arizona State Prison Dairy

## SPECIAL EVENTS

Bronc busting



Many hours of staff and inmate volunteer work went into the production of Arizona State Prison's annual "Outlaw Rodeo." Inmates participated in the events as contestants, while other inmates comprised the audience along with Departmental staff, civilians and visitors.



Bull riding



Art Show

In cooperation with the Department of Corrections, the Valley National Bank Center presented an art exhibit of inmates' work in August, 1982 at the Valley National Bank Plaza in downtown Phoenix.

All of the drawings in the exhibit were created by inmates at Perryville as part of the rehabilitative-educational program concept. Dr. R. Adam Sauerbrun, Associate Professor from Rio Salado-West Community College (left), taught drawing to inmates who had little or no art experience when they enrolled in his class. Also pictured are CSO Linda Dole and former inmate Jim Thompson.



Arizona State Fair

The Department's exhibit at the Arizona State Fair attracted crowds of people as they stopped to see the cell replicas, one of Perryville and the other of CB-2 at ASP. Inmate arts and crafts were also on display in and outside the public relations van.



Tucson Crime Fair

DOC combined efforts with the Correctional Volunteer Center, the Pima County Adult Probation Department, and the Pima County Jail to produce this booth for the 1982 Crime Prevention Fair held in Tucson in October, 1982. The booth, which showed the criminal justice path, ended with an accurate replica of a prison cell. This was among the most popular displays, as were the Prison SCAT Team, Mobile Cavalry Van and the Lifer's Prison Life Information Program, all from DOC.

**END**