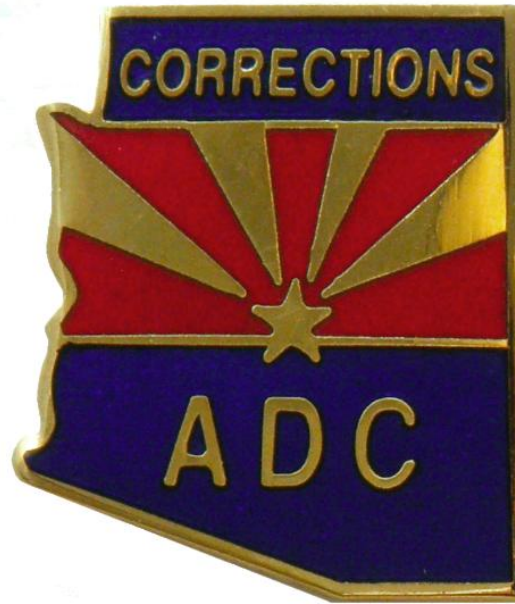


**ARIZONA DEPARTMENT OF  
CORRECTIONS**



**BIENNIAL COMPARISON OF  
“PRIVATE VERSUS PUBLIC PROVISION OF SERVICES”  
REQUIRED PER A.R.S. § 41-1609.01(K)(M)**

**Charles L. Ryan  
Director**

**December 21, 2011**

*“Contributing to Safer Communities through Responsible, Professional and Effective Corrections”*



JANICE K. BREWER  
GOVERNOR

# Arizona Department of Corrections

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CHARLES L. RYAN  
DIRECTOR

December 21, 2011

The Honorable John Kavanagh, Chairman 2011  
The Honorable Don Shooter, Chairman 2012  
Joint Legislative Budget Committee  
1716 W. Adams  
Phoenix, Arizona 85007

Re: A.R.S. § 41-1609.01 Reporting Requirements

Dear Representative Kavanagh and Senator Shooter:

Pursuant to A.R.S. § 41-1609.01, the Arizona Department of Corrections (Department) is submitting the *Biennial Comparison of "Private Versus Public Provision of Services" Report* (Biennial Report) required per sections K and M of the statute.

## **Biennial Report:**

The Department has produced the Biennial Report with the intent to present data comparing the services provided by private prison contractors who exclusively contract with the Department to the state's provision of services for a similar state-run facility. The purpose of the comparison, as defined by statute, is to determine if the contractor is providing the same quality of services as the state at a lower cost or services superior in quality to those provided by the state at essentially the same cost. This Biennial Report contains service data for fiscal year (FY) 2010, FY 2011, and calendar year (CY) 2011 and cost data for FY 2010 taken from the *FY 2010 Operating Per Capita Cost Report* (Cost Report) required per A.R.S. § 41-1609.01(L)(M).

When I assumed leadership in January 2009, I began a systemic review of Department operational and administrative practices. As part of that review, I found that the Department had for most years since 1998 reported annual audit evaluation/inspection compliance data for both contracted private prisons and state-run prisons in information provided annually to the JLBC and OSPB for the Master List of State Programs and/or the Five-year Strategic Plans, which were also posted on the Department's website. However, a formal, comprehensive biennial report comparing private and public provision of services, required per A.R.S. § 41-1609.01(K)(M), had not been completed and submitted to JLBC since the law was originally enacted. Based upon this finding, I initiated action to have the biennial comparison done and the subsequent report produced.

As required by A.R.S. § 41-1609.01(K), the biennial comparison is based on the professional correctional standards that the Department has codified in written policies and procedures and has established in private prison contracts. In order to measure performance against these correctional standards, it was necessary for me to develop the tools needed to capture sufficient data to measure and compare these standards; including creating a new prison operations inspection program and annual audit process that could be used both to ensure operational compliance and to collect and measure data for a comparison of private and state-run prison services. We are currently working to further refine this annual audit process to ensure that data can be effectively collected and sorted to compare private and state-run prison services in all nine (9) required service areas identified in statute. All annual audits conducted beginning in 2012, will collect data in all nine (9) required service areas.

In addition to creating a new annual audit process, it was also necessary to revise existing processes and develop new processes to reliably capture and report both event-driven and outcome-based comparative prison data. This included enhancements to the significant incident reporting (SIR) process, collection of assault data and mortality data, and revision of internal data collection tools for inmate programs and services. Once annual audit data was available for CY 2011 and comparative data was available for FY 2010 and FY 2011, I conducted the biennial comparison required by A.R.S. § 41-1609.01.

### **Cost Report:**

As an addendum to the Biennial Report, I am providing the Cost Report required per A.R.S. § 41-1609.01(L)(M). This FY 2010 report was published April 13, 2011 and is the most recent report produced by the Department. Although A.R.S. § 41-1609.01(L) only requires the Department to conduct the cost comparison every five (5) years, the Department has provided average daily costs annually for state prisons since FY 1983 and has included private prisons beginning in FY 1995.

The Cost Report analyzes expenditures for the incarceration of inmates sentenced to the Department including felons who have been released and are monitored under community supervision. The Cost Report is prepared using actual expenditures for appropriated funds as reported in the Arizona Financial Information System (AFIS, the state's accounting system) which includes payments made to, and on behalf of, private prison vendors. The costs used in the analysis include all elements of salary and employee related expenditures (including employee and employer pension costs and health insurance costs), all other operating expenses (including travel, utilities, inmate food, per diem payment for private prison operators, etc.) and equipment (capital and non-capital). The Cost Report forms the basis for cost comparisons done by the Department, including the cost comparisons for existing beds and the evaluation of new private prison bed contract proposals.

The Cost Report has been prepared annually by ADC staff, with the exception of FY 2005 through FY 2007, when it was prepared by MAXIMUS, Inc., a contracted vendor. In June 2009, I determined that the requirements of the contract could be better performed in-house and chose not to renew the MAXIMUS, Inc. contract that ended on November 28, 2008. The decision to complete the Cost Report internally afforded me the opportunity both to utilize existing Department knowledge and expertise of prison operations and allocation of costs and to improve the comparative analysis. It is the intent going forward to continually review and improve the analysis and allocation of prison operational functions and costs in an effort to provide policymakers with the most accurate and up-to-date information relating to the costs associated with private and state prison operations.

### **Biennial Report Limitations:**

Although the Biennial Report provides a comparison of services for similar private and state-run prison facilities, it is important to recognize that exact private prison unit versus state prison unit comparisons are not possible due to inherent complexities resulting from the many differences in operating structure and requirements. This is equally true when comparing facilities and when comparing cost.

Regarding facilities, disparity in population and the requirements and constraints imposed through statute and individual private prison contracts have created significant differences in operational models between private and state-run prison units. Private and state-run prison units vary by population size, inmate type, and services available. Each private prison contract is unique and separate and delineates the exact responsibilities and requirements for the private prison including size, bed capacity, custody level, inmate population type, inmate treatment and programming, and inmate health needs. While population size and type can change for both private and state-run prison units, for private prisons the number of beds, type of inmates, and services to be provided are all dictated by contract and can only change through a contract amendment. The Department, on the other hand, has ongoing flexibility in determining the number and type of inmates to be housed in a particular state-run unit. This flexibility has allowed the Department to effectively manage populations during the constant population growth that occurred between 2001 and 2010, through ongoing re-designation of prison units, movement of large inmate population types, and creation of temporary beds. The Department's need to effectively manage change and to find innovative solutions to population growth and population shifts has created customized, unique private and state-run prison units with distinct missions, making side-by-side comparisons almost impossible.

In considering cost, private versus state cost comparisons are inherently complex due to the many differences in operating requirements, such as inmate custody level and population requirements; medical, mental health and dental care limitations; level of overcrowding; age of infrastructure; programming requirements; and land and building financing and cost. For example, when considering prison capital construction costs, the depreciation amount for existing state prison buildings was \$1.41 per inmate per day compared to an average of \$12.00 per inmate per day for private prison building and financing costs. Thus, a perfect cost comparison is impossible to achieve.

The Honorable John Kavanagh, Chairman 2011  
The Honorable Don Shooter, Chairman 2012  
December 21, 2011  
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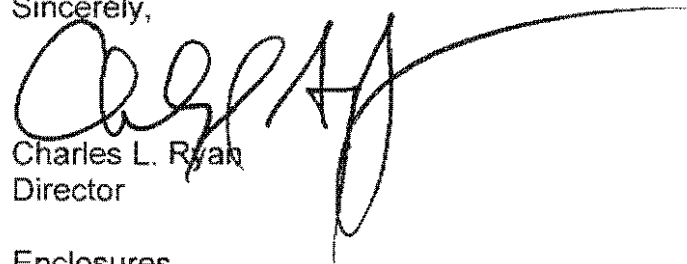
**Biennial Report Findings:**

The Biennial Report compared the six (6) private prison units operated under five (5) exclusive private prison contracts with the Department to six (6) state-run prison units operated by the Department. The comparison showed that:

- Four (4) of the six (6) private prison units provided a quality of service comparable to that provided by the state-run prison unit at a cost within the range of per diem costs for the same inmate custody level.
- One (1) of the six (6) private prison units provided a quality of service comparable to that provided by the state-run prison unit; however, a cost comparison could not be conducted because the unit did not open until April 2010.
- One (1) of the six (6) private prison units provided a quality of service below that provided by the state-run prison unit at a cost within the range of per diem costs for the same inmate custody level.

The Department remains committed to ensuring the statutory requirements of A.R.S. § 41-1609.01 are met. Please do not hesitate to contact me if you have any questions.

Sincerely,



Charles L. Ryan  
Director

Enclosures

cc: Members of the Arizona Joint Legislative Budget Committee  
Richard Stavneak, Director, Arizona Joint Legislative Budget Committee  
Eileen Klein, Chief of Staff, Office of the Arizona Governor  
Scott Smith, Deputy Chief of Staff, Operations, Office of the Arizona Governor  
Thomas Adkins, Policy Advisor, Public Safety, Office of the Arizona Governor  
John Arnold, Director, Governor's Office of Strategic Planning and Budgeting  
Brandon Nee, Senior Analyst, Governor's Office of Strategic Planning and Budgeting

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## **BIENNIAL COMPARISON OF “PRIVATE VERSUS PUBLIC PROVISION OF SERVICES” REPORT**

The Arizona Department of Corrections (Department), with a fiscal year (FY) 2012 appropriated budget of \$998,837,700 and 10,000 employees, is one of the largest departments in Arizona State Government. The Department serves and protects the people of the state of Arizona by incarcerating inmates in correctional facilities and supervising conditionally released offenders in the community. During incarceration, medical care and other health and welfare services are provided to inmates. In addition, programs such as work, education, training, and substance abuse treatment are provided to inmates to promote employability, literacy, sobriety, and accountability to crime victims and to increase the likelihood that released inmates will become law-abiding citizens upon release.

The Department was created in June 20, 1968, pursuant to Laws 1968, Chapter 198 (A.R.S. §41-1601, et. seq.) by consolidating independently operated prisons into a single department and authorizing the Department to oversee the operation of adult and juvenile facilities and parole services. Since 1990, when the juvenile population was put under the authority of a newly created Arizona Department of Juvenile Corrections, the Department has incarcerated only those persons under the age of 18 sentenced as adults.

Since 1968, the Department has served the entire state and operated in the public interest by operating a safe and secure prison system that confines offenders as directed by the courts. Confinement contributes to public safety by removing offenders convicted of felony crimes from society and preventing them from further victimizing citizens. In addition, the Department maintains effective community supervision of offenders, facilitates their successful transition from prison to the community, and returns offenders to prison when necessary to protect the public.

In 1968, the Department consisted of only three facilities, the Arizona State Prison in Florence, the Arizona State Industrial School for Boys at Fort Grant, and the Arizona Youth Center in Tucson. Over the years, the Department has expanded from the original system of three (3) independently run institutions to a unified correctional system with ten (10) Arizona State Prison Complexes (ASPC):

- ASPC-Douglas: A minimum and medium security prison with a total bed capacity of 2,578; includes the minimum security satellite Papago Unit.
- ASPC-Eyman: A medium, close, and maximum security prison with a total bed capacity of 5,131.



- ASPC-Florence: A minimum, medium, and maximum security prison with a total bed capacity of 4,439; includes the minimum security satellite Globe Unit and the minimum security satellite Picacho Unit.
- ASPC-Lewis: A minimum, medium, close, and maximum security prison with a total bed capacity of 5,234; includes the minimum security satellite Sunrise Unit and the minimum security satellite Eagle Point Unit.
- ASPC-Perryville: A minimum, medium, close, and maximum security prison for females with a total bed capacity of 4,274.
- ASPC-Phoenix: A minimum, medium, close, and maximum security prison with a total bed capacity of 714.
- ASPC-Safford: A minimum and medium security prison with a total bed capacity of 1,919; includes the minimum security satellite Fort Grant Unit.
- ASPC-Tucson: A minimum, medium, close, and maximum security prison with a total bed capacity of 5,294; includes the minimum security satellite Southern Arizona Correctional Release Center (SACRC) Unit for females.
- ASPC-Winslow: A minimum and medium security prison with a total bed capacity of 1,842; includes the minimum security satellite Apache Unit.
- ASPC-Yuma: A minimum, medium, and close security prison with a total bed capacity of 4,430.

The Department also currently has six (6) private prison units operated under five (5) exclusive private Arizona State Prison (ASP) contracts with the Department:

- ASP-Central Arizona Correctional Facility/CACF (GEO): A medium security prison with a total bed capacity of 1,280.
- ASP-Phoenix West (GEO): A minimum security prison with a total bed capacity of 500.
- ASP-Florence West (GEO): A minimum security prison with a total bed capacity of 750.
- ASP-Kingman Hualapai Unit (MTC): A medium security prison with a total bed capacity of 1,508.
- ASP-Kingman Cerbat Unit (MTC): A minimum and medium security prison with a total bed capacity of 2,000.
- ASP-Marana (MTC): A minimum security prison with a total bed capacity of 500.

On October 31, 2011, the Department had jurisdiction over a total of 45,925 inmates and offenders:

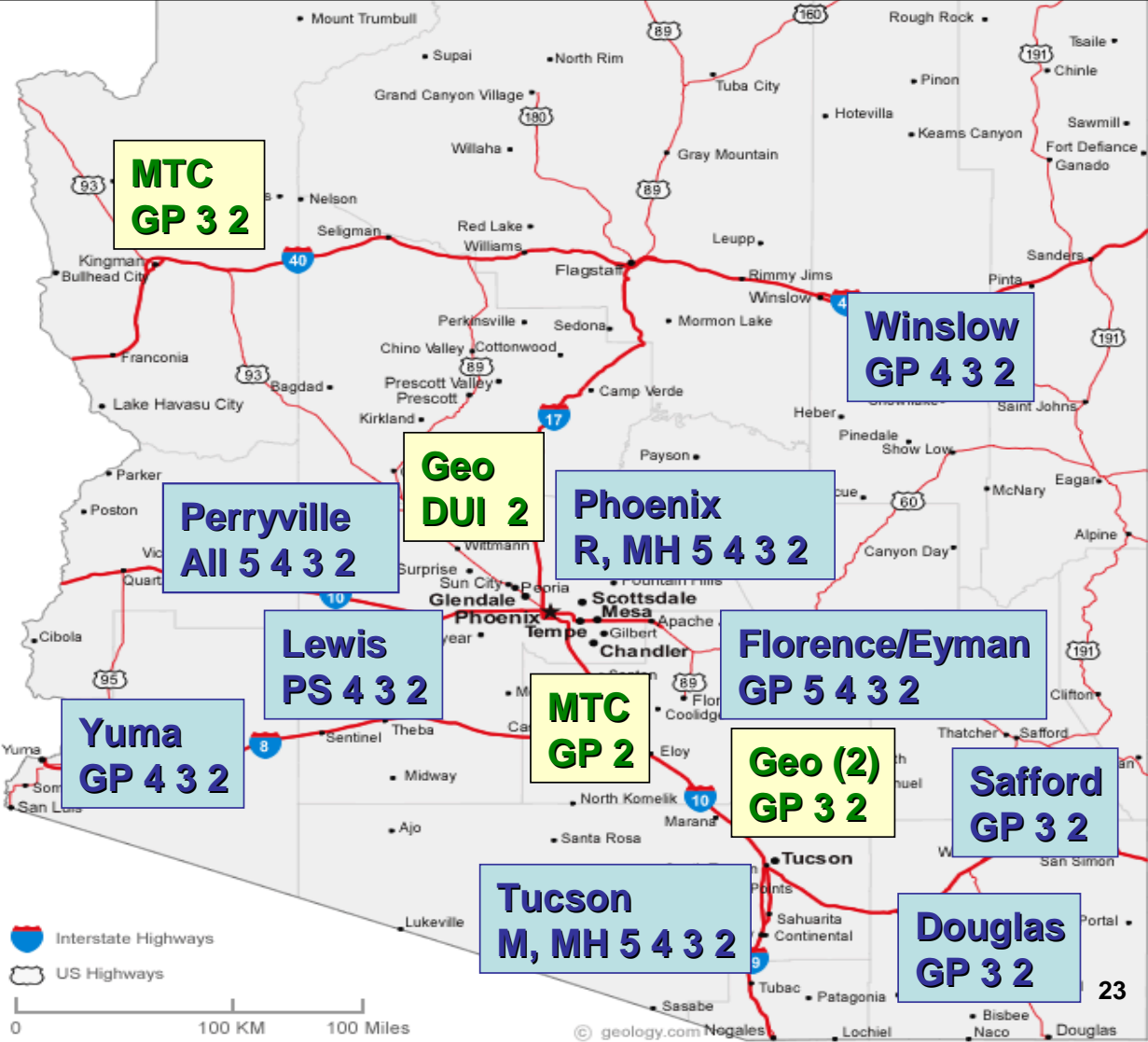
1. 33,659 inmates incarcerated in Department prisons, including 3,609 females and 96 male and female minors;
2. 6,444 inmates incarcerated in contracted private prisons; and
3. 5,822 offenders on community supervision (inmates who have been paroled or statutorily released from prison before their entire sentence has been served.)

# ADC Facilities by Security Level/Mission

**DUI = DUI**  
**GP = General Population**  
**M = Medical**  
**MH = Mental Health**  
**PS = Protective Segregation**  
**R = Reception**

**Physical Security Levels:**  
**5 = Highest (maximum)**  
**4 = High (close)**  
**3 = Moderate (medium)**  
**2 = Low (minimum)**

ADC Owned & Operated Prison  
ADC Contracted Private Prison



**STATUTORY AUTHORITY FOR THE *BIENNIAL COMPARISON OF "PRIVATE VERSUS PUBLIC PROVISION OF SERVICES" REPORT (A.R.S. § 41-1609.01)***

The Department is submitting the *Biennial Comparison of "Private Versus Public Provision of Services" Report* (Biennial Report) as required by A.R.S. § 41-1609.01(K) and (M).

A.R.S. § 41-1609.01(K) requires that for executed private prison contracts, the Department Director conduct a biennial comparison of the private contractor's provision of services to the state's provision of services for a similar facility. The purpose of the comparison is to determine if the contractor is providing the same quality of services as the state at a lower cost or services superior in quality to those provided by the state at essentially the same cost.

A.R.S. § 41-1609.01(K) identifies service areas that the Department Director shall consider when conducting the biennial comparison. They include nine (9) required service areas and allow for additional discretionary services areas as determined by the Department Director:

1. Security
2. Inmate Management and Control
3. Inmate Programs and Services
4. Facility Safety and Sanitation
5. Administration
6. Food Service
7. Personnel Practices and Training
8. Inmate Health Services
9. Inmate Discipline
10. Other matters relating to services as determined by the Department Director

Pursuant to A.R.S. § 41-1609.01(M), the service comparison is limited to contractors who exclusively contract with the Department. In addition, the Department is required to submit to the Joint Legislative Budget Committee (JLBC) for its review each completed service comparison.

Law authorizing individual private prison contracts may also prescribe compliance with or exemption from requirements set forth in A.R.S. § 41-1609.01. For example:

Laws 2003, 2<sup>nd</sup> Special Session, Chapter 5, Section 15, which authorized the one thousand beds awarded to Central Arizona Correctional Facility (GEO), stated that “Notwithstanding section 41-1609.01, subsections G and K and section 41-1609.02, subsection B, Arizona Revised Statutes, the director of the department of corrections shall negotiate contracts or amendments to existing contracts for the construction of a total of 1,000 new private prison beds not previously authorized by the legislature, as soon as practicable...”

Similarly, Laws 2007, 1<sup>st</sup> Regular Session, Chapter 261, Section 8, which authorized the two thousand private beds awarded by contract to ASP-Kingman (MTC) - Cerbat Unit, stated that “...notwithstanding section 41-1609.01, subsections G and K and section 41-1609.02, subsection B, Arizona Revised Statutes, the department of administration shall reissue the revised request for proposals to contract for two thousand private prison beds.”

In keeping with the statutory requirements of A.R.S. § 41-1609.01 and recognizing that although Session Law may have originally exempted two private prison units from A.R.S. § 41-1609.01(K), the Department has determined that it is in the best interest of the state to conduct one comprehensive biennial comparison that includes all six (6) current private prison units operated under contracts for private prison beds in Arizona.

### **ACTION TAKEN BY THE DEPARTMENT REGARDING THIS STATUTORY REQUIREMENT**

When Department Director Charles Ryan assumed leadership in January 2009, he began a systemic review of Department operational and administrative practices. As part of that review, the Director found that the Department had for most years since 1998 reported annual audit evaluation/inspection compliance data for both contracted private prisons and state-run prisons in information provided annually to the JLBC and OSPB for the Master List of State Programs and/or the Five-year Strategic Plans, which were also posted on the Department’s website. However, a formal, comprehensive biennial report comparing private and public provision of services, required per A.R.S. § 41-1609.01(K)(M), had not been completed and submitted to JLBC since the law was originally enacted.

As required by A.R.S. § 41-1609.01(K), the biennial comparison is based on the professional correctional standards that the Department has codified in written policies and procedures and has established in private prison contracts. In order to measure performance against these correctional standards, it was necessary for Department Director Ryan to develop the tools needed to capture sufficient data to measure and compare these standards; including creating a new prison operations inspection program

and annual audit process that could be used both to ensure operational compliance and to collect and measure data for a comparison of private and state-run prison services. In addition to creating a new annual audit process, it was also necessary for Director Ryan to revise existing processes and develop new processes to reliably capture and report both event-driven and outcome-based comparative prison data. This included enhancements to the significant incident reporting (SIR) process, collection of assault data and mortality data, and revision of internal data collection tools for inmate programs and services.

Between July 2009 and April 2010, Director Ryan worked to reposition the Inspector General's Office under the Director's Office to ensure the highest level of integrity, objectivity, and investigative independence. On April 12, 2010, Director Ryan replaced the Department's Inspector General, and directed the new Inspector General to develop a new prison operations inspection program and annual audit process that could be used both to ensure operational compliance and to collect data to be used to compare private prison and state-run prison services.

The first iteration of the new inspection program and annual audit process was completed in late 2010 and was used for all annual audits conducted by the Department thus far in calendar year (CY) 2011. The 2011 audits focused on the statutorily required service areas of Security, Inmate Management and Control, Inmate Programs and Services, and Food Services. The Department is currently working to further refine the annual audit process to ensure that going forward, data can be effectively collected and sorted to compare private prison and state-run prison provision of services in all nine (9) required service areas identified in statute.

For this biennial comparison, in order to supplement the data collected through the annual audit process and to ensure that all nine (9) service areas required by statute could be comparatively evaluated, Director Ryan identified forty-five (45) data elements collected by the Department that could also be used to compare private prison and state-run prison provision of services for FY 2010 and FY 2011. These include incidents of contraband; incidents of inmate management and disturbances; numbers of minor and major inmate violations; numbers of inmates engaged in education, work, and programming; incidents of accidental inmate, staff, and visitor injuries; employee vacancy and turnover rates; correctional officer competency testing; inmate medical and mental health status; and inmate grievances.

This Biennial Report contains service data for FY 2010, FY 2011, and CY 2011 and cost data for FY 2010 taken from the *FY 2010 Operating Per Capita Cost Report* (Cost Report) required per A.R.S. § 41-1609.01(L)(M).

## ARIZONA PRISON SYSTEM

The Department serves and protects the people of the state of Arizona by incarcerating inmates in correctional facilities and supervising conditionally released offenders in the community. During incarceration, welfare services and health care services including medical, nursing, dental, mental health, and pharmacy are provided to inmates. In addition, structured programming including work, education, career training, substance abuse treatment, sex offender treatment, spiritual services, and recreation are provided to inmates to promote employability, literacy, sobriety, and accountability to crime victims and to increase the likelihood that released inmates will become law-abiding citizens upon release.

In the community, the Department supervises offenders released from prison to serve the remainder of their sentence on community supervision. The Department ensures the accurate release, effective re-entry, transition, and supervision of released offenders utilizing a continuum of supervision services, strategies, evidence based programs, and meaningful incentives and sanctions. The Department also facilitates the swift return to custody of those offenders who violate conditions of supervision and who represent a serious threat to the safety of the community.

In addition to housing prisoners in state-run prisons operated directly by the Department, Arizona law, A.R.S. § 41-1609, allows the Department to enter into adult incarceration contracts with private parties for the confinement of prisoners. However, A.R.S. § 41-1609.01(P) prohibits private prisons from carrying out certain essential functions that must remain with the Department, including calculating inmate release dates; calculating and awarding sentence credits; approving the type of work inmates may perform and the wages or sentence credits which may be given to inmates engaging in the work; granting, denying or revoking sentence credits; placing an inmate under less restrictive custody or more restrictive custody; and taking any disciplinary actions. Since these functions cannot be delegated to private prisons, the Department must provide these services.

Private prisons also operate under the constraints of unique and individualized contracts that delineate the exact responsibilities and requirements for the private prison including size, bed capacity custody level, inmate population type, inmate treatment and programming; and inmate health status, needs, and responsibilities. Similar to the Department's responsibility to provide services required by A.R.S. § 41-1609.01(P), the Department has the legal responsibility to manage the private prison contracts and closely monitor and evaluate the private prisons to ensure that they are managed in accordance with applicable statutes, Department policies and procedures, and contract provisions.

In FY 2011, state-run prisons housed 85% of Arizona prisoners (34,155 average daily population) sentenced to the Department. The remaining 15% (6,071 average daily population) were housed in private prisons operating under contract with the Department. This disparity in population and the requirements and constraints imposed through statute and individual private prison contracts have created significant differences in operational models between private and state-run prison units.

## **State Prison Facility Operating Model:**

To house over 34,000 inmates, one of the larger prison populations in the nation (PEW Center on the States, Prison Count 2010), the Department operates ten (10) prison complexes located throughout the state, each comprised of individual prison units. For the ten (10) prison complexes there are a total of fifty-four (54) units. To effectively manage this population, the Department relies upon a tiered model of centralized and localized services that eliminates duplication of effort, creates economies of scale, maximizes resources, utilizes best practices, and ensures standardization among all state-run prisons.

The cornerstone of the Department's state-run prison model is a statewide centralized service operation (Central Office) that provides prison system services to all ten (10) state prison complexes. In addition, each prison complex has a centralized complex service operation (Complex Model) that provides services to all prison units within the complex.

### **Department Central Office Services**

Custody/Housing Assignment	Inmate Classification	Inmate Discipline
Inmate Grievances	Investigations	Inmate Releases
PREA Investigations	Prison Labor Classification	ACJIS/ACIC/NCIC
Accounting	Arizona Correctional Industries	Business Services
Director's Office	Canine Oversight	Education Services Oversight
Engineering Facilities	Food Services Management	Health Services Oversight
Human Resources	Information Technology	Inmate Programming Oversight
Inmate Work Oversight	Inspector General	Offender Operations Oversight
Payroll	Planning, Budget, Research	Procurement
Radio Communications	Religious Services Oversight	Risk Management
Staff Training		Telecommunications

### **State Prison Complex Services**

Administration	Armory	Business/Procurement/Banking
Communications Center	Food Service	Health Services
Inmate Education	Inmate Programming Services	Inmate Work Programs
Mail and Property	Maintenance	Occupational Health
Perimeter Security	Records/Release Processing	Sanitation Services
Tactical Support	Training	Transportation/Fuel
Visitation Processing	Warehouse/Supply	Waste Water/Infrastructure

**State Prison Unit Services**

Education Schedules Inmate Confinement/Security Inmate Movement Treatment Schedules	Feeding Schedule Inmate Count  Programming Schedules Visitation	Healthcare Appointments Inmate Management  Shower Schedule Work Schedules
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**Private Prison Facility Operating Models:**

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The Department began contracting with private prisons in 1994 and currently has six (6) private prison units operated under five (5) exclusive private prison contracts. These private prisons house minimum and medium security prisoners only. Two (2) have 500 minimum beds each; one (1) has 750 minimum beds; one (1) has 2,000 minimum beds; one (1) has 1,280 medium beds; and one (1) has 1,508 medium beds.

As previously explained, the Department retains full responsibility for the provision of certain essential functions that cannot be delegated to the contracted private prisons (A.R.S. § 41-1609.01(P)) and is responsible for managing private prison contracts and monitoring, evaluating, and correcting private prison operations and performance. This creates a bifurcated operating model of shared centralized and localized services, with the Department providing essential operating services and contract monitoring and oversight (Central Office) to all six (6) private prison units and the private prison units providing localized services, either as stand alone units or under a complex model.

Currently, only the ASP-Kingman (MTC) Hualapai Unit and Cerbat Unit are operated under a complex model. In 2009, prior to activation of the new 2,000 minimum bed Cerbat Unit, the Department renegotiated the ASP-Kingman contract in order to reduce staffing and reduce per diem rates. The new general staffing patterns for the existing Hualapai Unit and the new Cerbat Unit were revised to create centralized positions that could provide services to both units, thereby eliminating staffing duplication. This staffing change enabled ASP-Kingman to operate under a complex model patterned after the state prison complex model. This staffing change also enabled the Department to reduce the overall ASP-Kingman per diem rate of \$62.16 to a blended overall rate of \$58.96, saving the Department almost \$4 million dollars annually.



**Department Central Office Services**

Custody/Housing Assignment	Inmate Classification	Inmate Discipline
Inmate Grievances	Investigations	Inmate Releases
PREA Investigations	Prison Labor Classification	ACJIS/ACIC/NCIC
Contract Development	Contract Compliance	Service Monitoring
	Auditing	

**ASP-Kingman Complex Services**

Administration	Armory	Business/Procurement/Banking
Communications Center	Food Service	Health Services
Inmate Education	Inmate Programming Services	Inmate Work Programs
Mail and Property	Maintenance	Occupational Health
Perimeter Security	Records/Release Processing	Sanitation Services
Tactical Support	Training	Transportation/Fuel
Visitation Processing	Warehouse/Supply	Waste Water/Infrastructure

**ASP-Kingman Hualapai Unit and Cerbat Unit Services**

Education Schedules	Feeding Schedule	Healthcare Appointments
Inmate Confinement/Security	Inmate Count	Inmate Management
Inmate Movement	Programming Schedules	Shower Schedule
Treatment Schedules	Visitation	Work Schedules

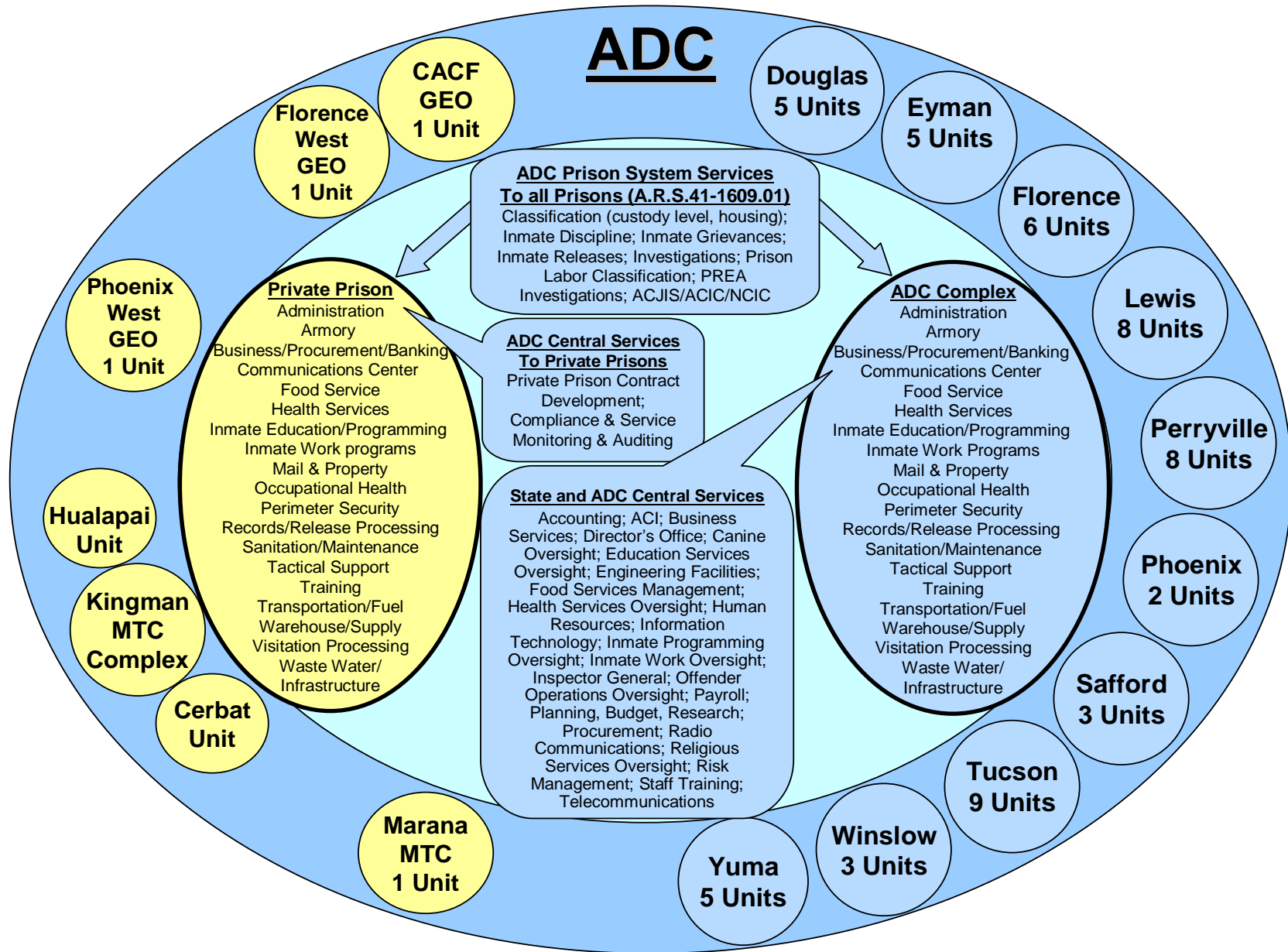
The remaining four (4) private prison units, ASP-CACF (GEO), ASP-Phoenix West (GEO), ASP-Florence West (GEO), and ASP-Marana (MTC) are individually operated stand alone units with localized services. Although ASP-CACF (GEO) and ASP-Florence (GEO) are adjoining prison units sharing a common property line, which could be operated under a complex model to create greater efficiencies and economies of scale.

**Department Central Office Services**

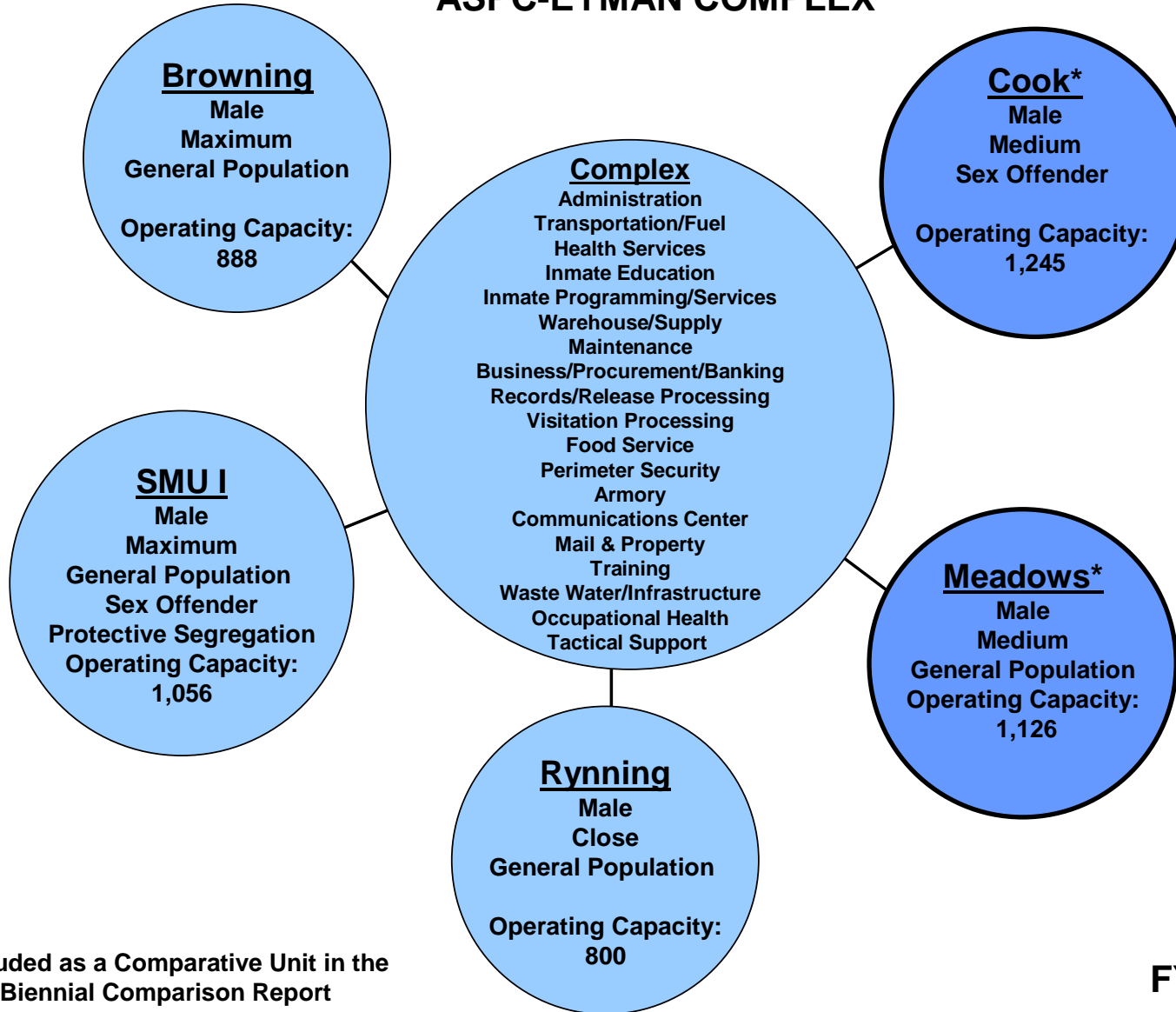
Custody/Housing Assignment	Inmate Classification	Inmate Discipline
Inmate Grievances	Investigations	Inmate Releases
PREA Investigations	Prison Labor Classification	ACJIS/ACIC/NCIC
Contract Development	Contract Compliance	Service Monitoring
	Auditing	

**Private Prison Unit Services**

Administration	Armory	Business/Procurement/Banking
Communications Center	Inmate Confinement/Security	Inmate Count/Movement
Inmate Education Services	Inmate Food Service	Health Services
Inmate Programming Services	Inmate Work Programs	Mail and Property
Maintenance	Occupational Health	Perimeter Security
Records/Release Processing	Sanitation/Hygiene Services	Tactical Support
Training	Transportation/Fuel	Visitation Processing
Warehouse/Supply		Waste Water/Infrastructure



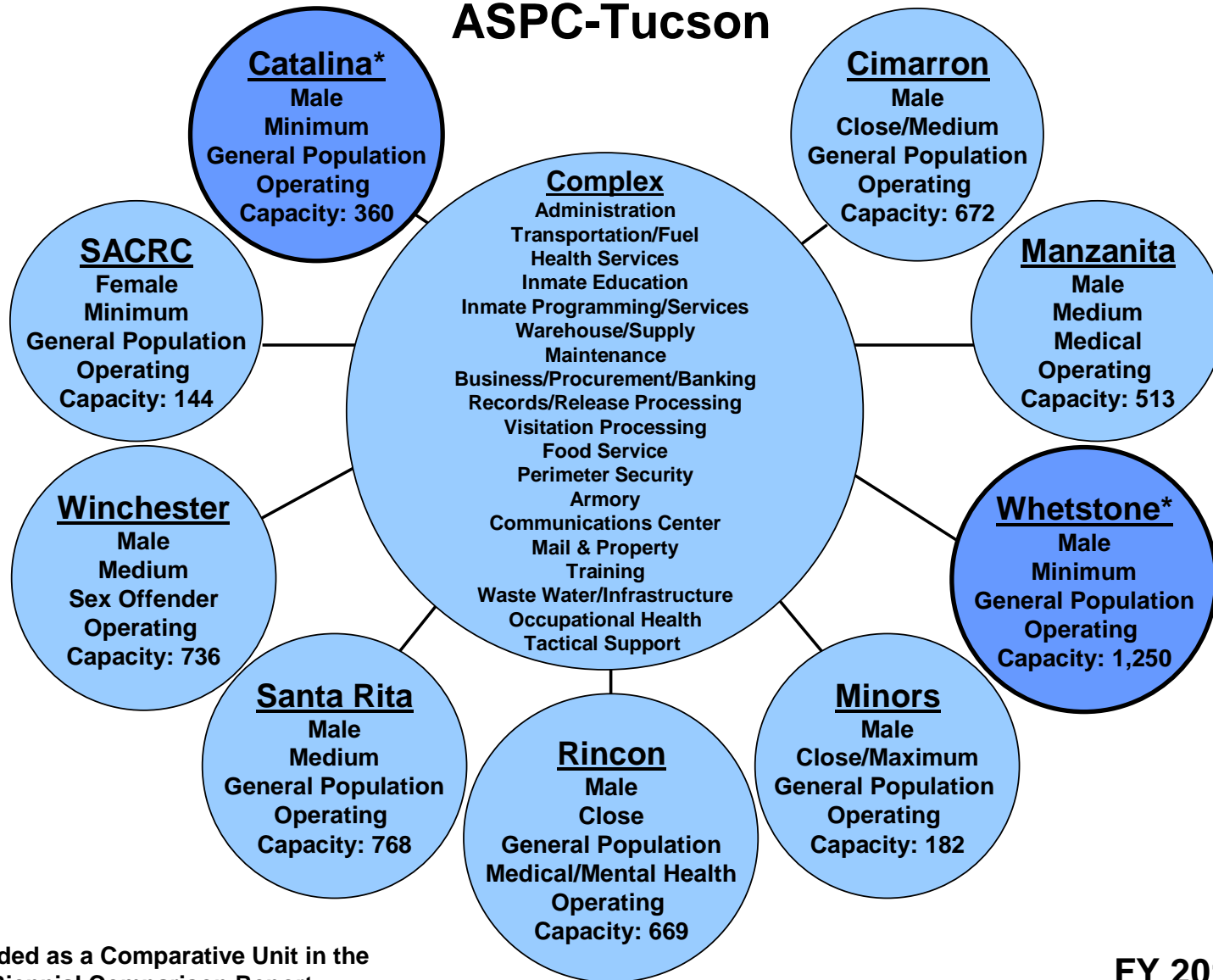
# ASPC-EYMAN COMPLEX



\*Included as a Comparative Unit in the Biennial Comparison Report

**FY 2011**

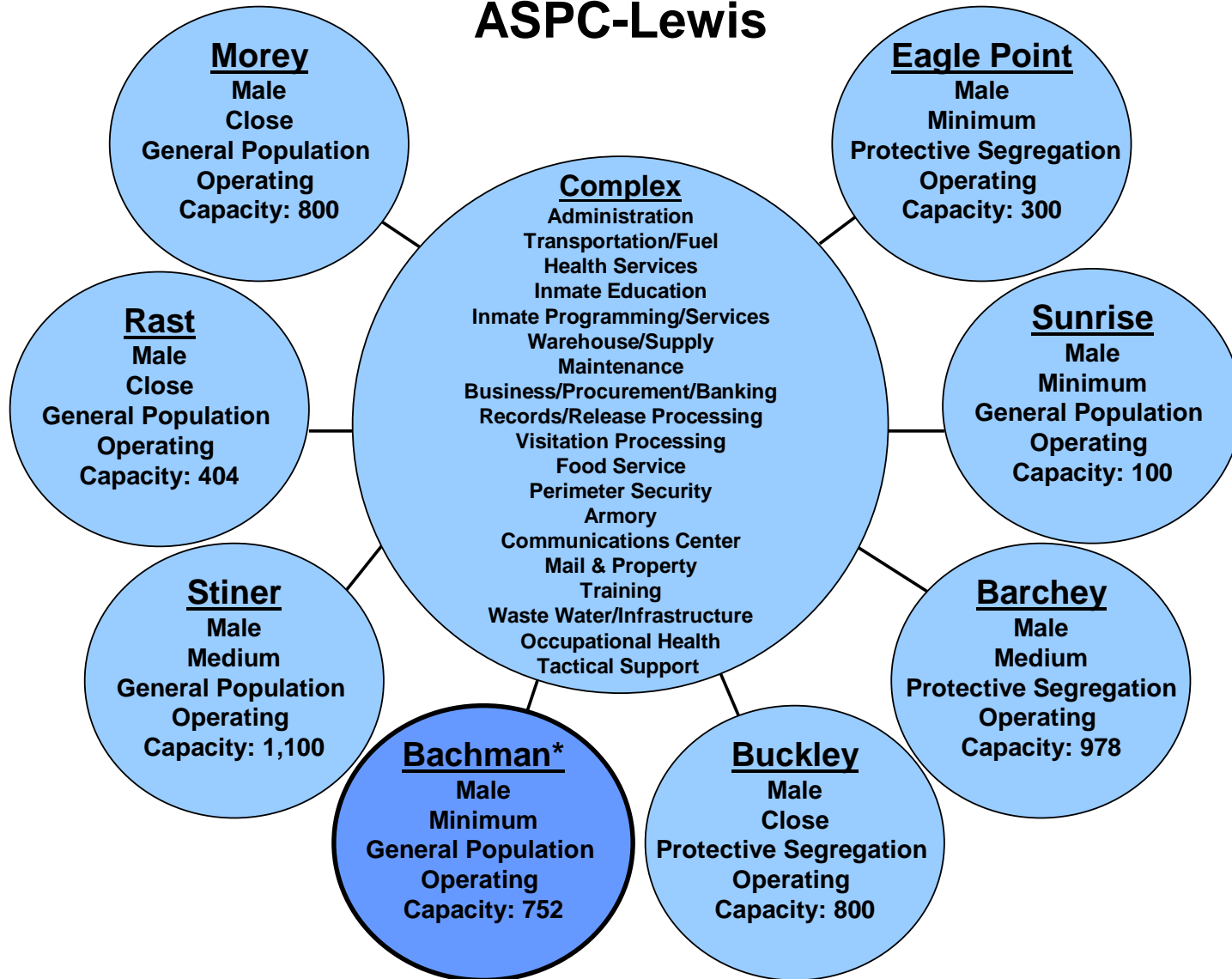
# ASPC-Tucson



\*Included as a Comparative Unit in the Biennial Comparison Report

FY 2011

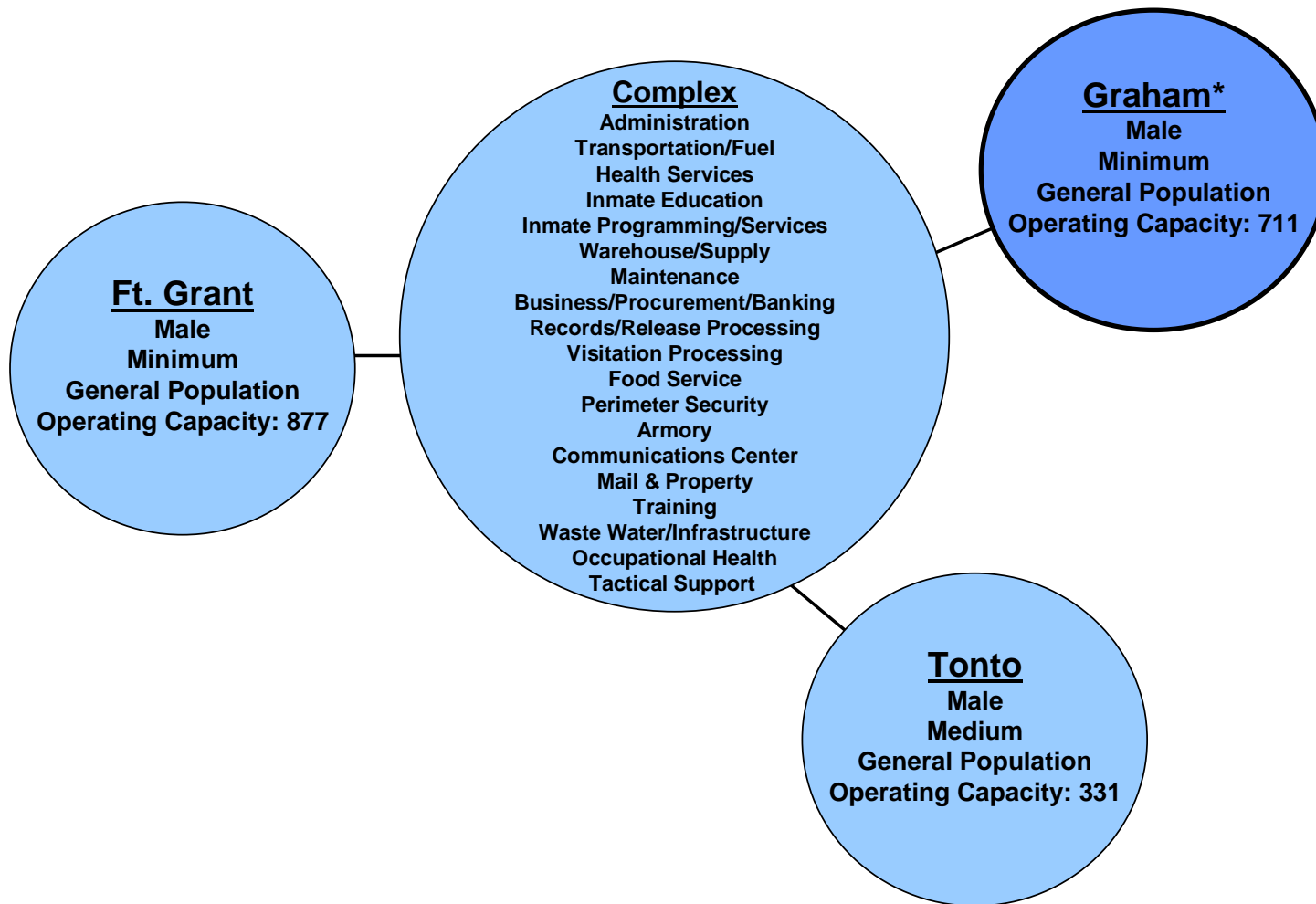
# ASPC-Lewis



\*Included as a Comparative Unit in the Biennial Comparison Report

FY 2011

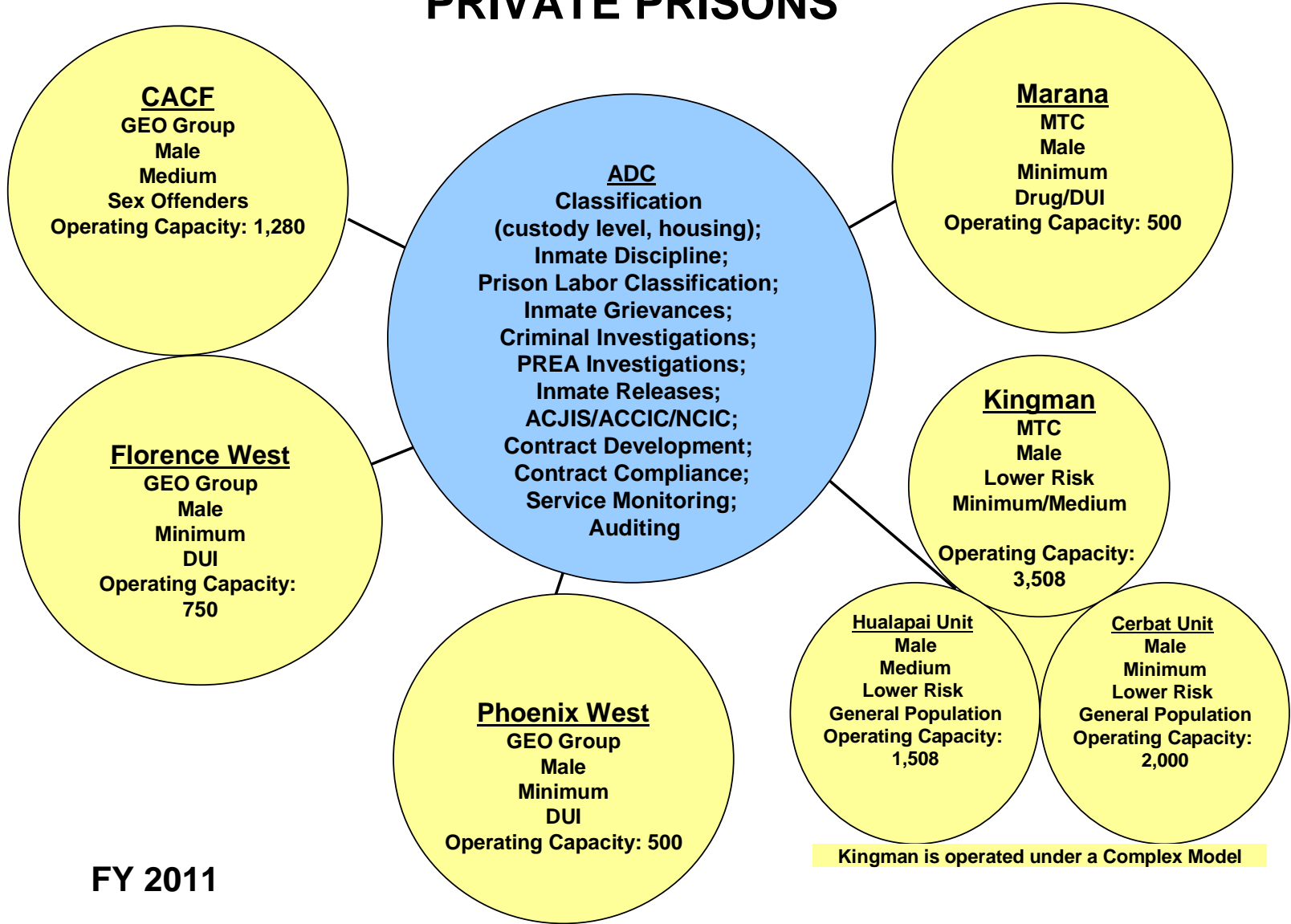
# ASPC-Safford Complex



\*Included as a Comparative Unit in the Biennial Comparison Report

**FY 2011**

# PRIVATE PRISONS



**FY 2011**



## BIENNIAL REPORT LIMITATIONS: FACILITIES

Although A.R.S. § 41-1609.01(K) requires a comparison of services for similar private and state-run prison facilities for the purpose of determining if a contractor is providing the same quality of services as the state at a lower cost or services superior in quality to those provided by the state at essentially the same cost, it is important to recognize that exact private prison unit versus state prison unit comparisons are not possible due to inherent complexities resulting from the many differences in operating structure and requirements. This is equally true when comparing facilities and when comparing cost.

As previously illustrated, disparity in population and the requirements and constraints imposed through statute and individual private prison contracts have created significant differences in operational models between private and state-run prison units. In addition, private and state-run prison units vary by population size, inmate type, and services available. Each private prison contract is unique and separate and delineates the specific responsibilities and requirements for the private prison including size, bed capacity, custody level, inmate population type, inmate treatment and programming, and inmate health needs.

While population size and type can change for both private and state-run prison units, for private prisons the number of beds, type of inmates, and services to be provided are all dictated by contract and can only change through a contract amendment. The Department, on the other hand, has ongoing flexibility in determining the number and type of inmates to be housed in a particular state-run unit. This flexibility has allowed the Department to effectively manage populations during the constant population growth that occurred between 2001 and 2010, through ongoing re-designation of prison units, movement of large inmate population types, and creation of temporary beds. The Department's need to effectively manage change and to find innovative solutions to population growth and population shifts has created customized, unique private and state-run prison units with distinct missions, making side-by-side comparisons almost impossible.

Despite the inherent complexities in comparing private and state-run units, the Department has matched the six (6) private prison units operated under five (5) exclusive private prison contracts to six (6) state-run prison units operated by the Department. The Department selected a corresponding state-run prison unit based upon general similarities in custody level, inmate population type, access to off-site healthcare, unit size, bed capacity, and average daily population.

PRIVATE PRISON UNIT	STATE-RUN PRISON UNIT
<b>ASP-Central Arizona Correctional Facility/CACF (GEO)</b>	<b>ASPC-Eyman, Cook Unit</b>
<ul style="list-style-type: none"> <li>• Medium Custody</li> <li>• 1,280 Beds in FY 2011</li> <li>• Current Sex Offense Conviction</li> <li>• <b><i>Sex Offender Treatment</i></b></li> <li>• <b><i>Moderate Medical/Mental Health Needs</i></b></li> </ul>	<ul style="list-style-type: none"> <li>• Medium Custody</li> <li>• 1,229 Beds in FY 2011</li> <li>• Current Sex Offense Conviction or History of a Sex Offense Conviction</li> <li>• <b><i>No Sex Offender Treatment Services; General Population Programming</i></b></li> <li>• <b><i>Higher Medical/Mental Health Needs</i></b></li> </ul>
<b>ASP-Phoenix West (GEO)</b>	<b>ASPC-Tucson, Catalina Unit</b>
<ul style="list-style-type: none"> <li>• Minimum Custody</li> <li>• 500 Beds in FY 2011</li> <li>• <b><i>DUI Offenders</i></b></li> <li>• <b><i>DUI Offender Treatment</i></b></li> <li>• <b><i>Health Care Cost Limit Per Inmate (\$10,000 Cap)</i></b></li> <li>• <b><i>Moderate Medical/Mental Health Needs</i></b></li> </ul>	<ul style="list-style-type: none"> <li>• Minimum Custody</li> <li>• 360 Beds in FY 2011</li> <li>• <b><i>General Population/Department Does Not Have a Designated DUI Unit</i></b></li> <li>• <b><i>General Population Programming</i></b></li> <li>• <b><i>No Health Care Cost Limit Per Inmate (No Cap)</i></b></li> <li>• <b><i>Higher Medical/Mental Health Needs</i></b></li> </ul>
<b>ASP-Florence West (GEO)</b>	<b>ASPC-Lewis, Bachman Unit</b>
<ul style="list-style-type: none"> <li>• Minimum Custody</li> <li>• 750 Beds in FY 2011</li> <li>• <b><i>DUI Offenders and Return to Custody</i></b></li> <li>• <b><i>DUI Offender Treatment</i></b></li> <li>• <b><i>Moderate Medical/Mental Health Needs</i></b></li> </ul>	<ul style="list-style-type: none"> <li>• Minimum Custody</li> <li>• 727 Beds in FY 2011</li> <li>• <b><i>General Population/Department Does Not Have a Designated DUI Unit</i></b></li> <li>• <b><i>General Population Programming</i></b></li> <li>• <b><i>Higher Medical/Mental Health Needs</i></b></li> </ul>

PRIVATE PRISON UNIT	STATE-RUN PRISON UNIT
<b>ASP-Kingman (MTC) Hualapai Unit</b>	<b>ASPC-Eyman, Meadows Unit</b>
<ul style="list-style-type: none"> <li>• Medium Custody</li> <li>• 1,508 Beds in FY 2011</li> <li>• <b>Restricted General Population (Lower Risk Inmates; No Life Sentences, No Murder, No Escape History, No more than 20 Years to Serve)</b></li> <li>• General Population Programming</li> <li>• <b>Moderate Medical/Mental Health Needs</b></li> </ul>	<ul style="list-style-type: none"> <li>• Medium Custody</li> <li>• 1,126 Beds in FY 2011</li> <li>• <b>All Risk Inmates/General Population (No Restrictions)</b></li> <li>• General Population Programming</li> <li>• <b>Higher Medical/Mental Health Needs</b></li> </ul>
<b>ASP-Kingman(MTC) Cerbat Unit (opened April 2010)</b>	<b>ASPC-Tucson, Whetstone Unit (opened July 2010)</b>
<ul style="list-style-type: none"> <li>• Minimum Custody</li> <li>• 2,000 Beds in FY 2011</li> <li>• <b>Restricted General Population (Lower Risk Inmates; No murder, No Escape History, No more than 5 Years to Serve)</b></li> <li>• General Population Programming</li> <li>• <b>Moderate Medical/Mental Health Needs</b></li> </ul>	<ul style="list-style-type: none"> <li>• Minimum Custody</li> <li>• 1,250 Beds in FY 2011</li> <li>• <b>All Risk Inmates/General Population (No Restrictions)</b></li> <li>• General Population Programming</li> <li>• <b>Higher Medical/Mental Health Needs</b></li> </ul>
<b>ASP-Marana (MTC)</b>	<b>ASPC-Safford, Graham Unit</b>
<ul style="list-style-type: none"> <li>• Minimum Custody</li> <li>• 500 Beds in FY 2011</li> <li>• <b>Lower Risk Drug and DUI Offenders</b></li> <li>• <b>Substance Abuse Treatment</b></li> <li>• <b>Health Care Cost Limit Per Inmate (\$10,000 Cap)</b></li> <li>• <b>Low Medical/Mental Health Needs</b></li> </ul>	<ul style="list-style-type: none"> <li>• Minimum Custody</li> <li>• 711 Beds in FY 2011</li> <li>• <b>General Population</b></li> <li>• <b>General Population Programming</b></li> <li>• <b>No Health Care Cost Limit Per Inmate (No Cap)</b></li> <li>• <b>Moderate Medical/Mental Health Needs</b></li> </ul>

Although the Department has selected units with general similarities, the units are not entirely comparable. For example, comparison of the private Central Arizona Correctional Facility (CACF) with the state-run Eyman Complex, Cook Unit shows that although both house medium custody sex offenders and both have a similar bed capacity, there are significant differences. CACF provides sex offender treatment and houses inmates with lower medical and mental health needs. Cook Unit does not provide sex offender treatment and houses inmates with higher medical and mental health needs.

Similarly, comparison of the private Phoenix West with the state-run Tucson Complex, Catalina Unit shows that although both house minimum custody inmates and both have a generally similar bed capacity there are significant differences. Phoenix West is a Driving Under the Influence (DUI) facility, provides DUI treatment, has a correctional health care cost limit of \$10,000 per inmate (whereby an inmate is transferred to a state-run prison unit when their health care cost exceeds this cap), and houses inmates with lower medical and mental health needs. Catalina Unit is a general population facility, the Department does not have a unit exclusively designated for offenders with a current DUI conviction, provides general population programming, does not have a correctional health care cost limit, and houses inmates with higher medical and mental health needs.

### BIENNIAL REPORT LIMITATIONS: COST

The Department used the Cost Report to evaluate the cost requirement of A.R.S. § 41-1609.01(K). It is important to recognize that private versus state cost comparisons are inherently complex due to the many differences in operating requirements, such as inmate custody level and population requirements; medical, mental health and dental care limitations; land and building financing and cost; level of overcrowding; age of infrastructure; and programming requirements. Thus, a perfect cost comparison is impossible to achieve.

To further illustrate the impact that these factors have in the overall per capita cost of a particular unit, consider the following factors:

- Overcrowding: The relative level of overcrowding within a particular unit is one factor that can significantly impact an individual unit's per diem cost or a prison unit comparison. Temporary beds are beds added to a unit in addition to permanent beds assigned to that unit such as quonset huts, double/triple bunking, or beds in day rooms/classrooms. Temporary beds are not part of the physical design of a unit and result in overcrowding; impact staff and inmate safety; and create a strain on the physical plant such as water, sewage, and electric capabilities. A prison unit with a higher level of overcrowding results in a lower per diem cost than a comparison unit because fixed costs are able to be spread over a higher number of inmates.

- Complex Model: The statewide centralized service operation (Central Office) provides services to all ten (10) state prison complexes. In addition, each prison complex has a centralized complex service operation that provides services to all prison units within the complex (refer to diagrams on pages 13-18 of this report for more detail). This structure eliminates duplication of effort, creates economies of scale, maximizes resources, utilizes best practices, and ensures standardization among all state-run prisons. Similar to the impact of overcrowding, complexes that accommodate a larger inmate population and utilize a complex model of operations are able to gain efficiencies by spreading fixed overhead costs over a larger inmate population.
- Inmate Management Functions and Programming: A.R.S. § 41-1609.01(P) prohibits private prisons from carrying out certain essential functions that must remain with the Department, including calculating inmate release dates; calculating and awarding sentence credits; approving the type of work inmates may perform and the wages or sentence credits which may be given to inmates engaging in the work; granting, denying or revoking sentence credits; placing an inmate under less restrictive custody or more restrictive custody; and taking any disciplinary actions. Since these functions cannot be delegated to private prisons, the Department must provide these services. Private prisons also operate under the constraints of unique and individualized contracts that delineate the specific responsibilities and requirements for the private prison including size, bed capacity, custody level, inmate population type, inmate treatment and programming, and inmate health needs.

The Cost Report has adjusted for the functions provided by state prisons that are not provided by contract prisons where identifiable. However, several functions performed only by the state have functions where costs were not able to be calculated. These costs have not been factored out of the state prison per diem cost (refer to Appendix - *FY 2010 Operating Per Capita Cost Report* pages 6-8 for more detail).

- Inmate Health Care Limitations and/or Contract Exclusions: Both private and state-run prison units have differences in the types of inmates that can be housed based on inmate medical, mental health and dental needs (refer to Appendix - *FY 2010 Operating Per Capita Cost Report* pages 9-10 for more detail). Generally, state-run prisons house a higher percentage of inmates with higher medical and mental health needs than private prison units. Private prison units considered to be corridor facilities have access to off-site healthcare and can house inmates with more severe medical and mental health needs. Additionally, two private contracts have a \$10,000 cap per inmate on health care services. When the health care cost of a single inmate exceeds this cap, the inmate is returned to a state-run prison unit and the state assumes all further medical treatment costs associated with the inmate.

The consolidation of inmates with higher medical and mental health needs to certain units is cost-efficient overall, but results in a higher per diem cost for those units and complexes that house these inmates.

- Capital Construction/Depreciation: Another factor that complicates a true cost comparison is the differing treatment of the capital construction cost by private and state facilities. Per A.R.S. § 41-1609.01(I)(J), private bed contracts are for ten (10) years with two five (5) year renewal options after which the state owns the facility. The only exception is the current Request for Proposal No. 110054DC for 5,000 new private beds (State of Arizona, Laws 2009, Third Special Session, Chapter 6), which requires a twenty (20) year contract term but still transfers ownership of the facility to the state at the conclusion of the contract. Due to these contractual arrangements, the state is able to fund the capital construction cost of new facilities without directly obtaining additional debt.

The Department has attempted to adjust for the inclusion of capital construction costs in the private prison per diem payments by adding the depreciation of state prison buildings to the daily state prison bed costs. However, the depreciation amount is nominal due to the age of the state prison complexes that have been fully depreciated. In the Cost Report, the state depreciation amount was \$1.41 per inmate per day.

For private prison comparison units, the amount of the per diem payment funding the building and financing cost averages \$12.00 per inmate per day. These costs range from \$4.48 - \$19.46 per inmate per day. As a result, the capital construction financing is typically a greater percentage of the private prison per diem cost than the amount added to the state cost for depreciation.

- Prison Age (Construction Date): The more efficient facility design and newer infrastructure also directly impact the required staffing, maintenance needs, utility cost, and other factors. Therefore, newer, more efficiently designed facilities typically result in lower operating costs. However, it is possible that these benefits are offset entirely by the increased construction costs associated with newer facilities. ASP-Kingman (MTC), the newest of the private prisons, has the highest amount of its per diem dedicated to building costs. The per diem amount dedicated to building costs for Kingman is \$19.46 per inmate per day compared to \$4.48 per inmate per day at ASP-Florence West (GEO) Unit.
- Square Footage: Additional square footage can also lead to higher building costs per inmate. For example, the ASP-Kingman (MTC) Cerbat Unit is 235 square feet per inmate (469,365 square feet for 2,000 inmates) which is much greater than the ASP-Florence West (GEO) Unit square footage of 120 per inmate (90,017 square feet for 750 inmates). This is likely another one of the factors that resulted in the building portion of the per diem being greater at ASP-Kingman (MTC) Cerbat Unit (\$19.46 per inmate per day) than at the ASP-Florence West (GEO) Unit (\$4.48 per inmate per day).

## BIENNIAL REPORT COMPARISON MODEL AND METHODOLOGY

The Biennial Report compares each of the six (6) private prison units to one Department prison unit (see table below). For each of the six (6) operating private prison units, the Department selected a corresponding state-run prison unit based upon general similarities in custody level, inmate population type, access to off-site healthcare, unit size, bed capacity, and average daily population. The Biennial Report compares each set of prison units by each of nine (9) service areas required by statute; security, inmate management and control, inmate programs and services, facility safety and sanitation, administration, food service, personnel practices and training, inmate health services, and inmate discipline.

Private Prison Unit	State-Run Prison Unit
ASP-Central Arizona Correctional Facility/CACF (GEO)	ASPC-Eyman, Cook Unit
ASP-Phoenix West (GEO)	ASPC-Tucson, Catalina Unit
ASP-Florence West (GEO)	ASPC-Lewis, Bachman Unit
ASP-Kingman (MTC) Hualapai Unit	ASPC-Eyman, Meadows Unit
ASP-Kingman(MTC) Cerbat Unit	ASPC-Tucson, Whetstone Unit
ASP-Marana (MTC)	ASPC-Safford, Graham Unit

### **Comparison of Similar Facilities:**

The Biennial Report includes a comparison of “similar facilities” as required by A.R.S. § 41-1609.01(K). For comparative purposes, the Department is identifying “similar facilities” using prison units. The Department defines a unit as:

**UNIT:** A group of prison buildings and recreation fields that are within a fenced area and are designed to meet the facility size requirements per the custody level being housed in this unit. The buildings contain the housing, support, education, work based education, visitation, kitchen, dining and administration spaces necessary to support the activities of the staff, inmates and public. Two custody levels may be contained in a single unit, provided the design and construction will yield adequate separation.

The Biennial Report compares each private prison unit to one Department prison unit. For each of the six (6) operating private prison units, the Department selected a corresponding state-run prison unit based upon custody level, inmate population type, access to off-site healthcare, unit size, bed capacity, and average daily population.

### **ASP-Central Arizona Correctional Facility (GEO) and ASPC-Eyman, Cook Unit – Comparison:**

**Central Arizona Correctional Facility (CACF):** This facility is a private prison operated by The GEO Group Inc. (GEO):

- Custody: Medium.
- Operating Bed Capacity: 1,280 beds in FY 2010 and FY 2011.
- Average Daily Population (ADP): 1,263 in FY 2010 and 1,281 in FY 2011.
- Health Care Access: The unit is a corridor facility with access to off-site healthcare and can house inmates with up to **limited physical capacity**, severe physical illness, and chronic conditions and inmates with up to **moderate mental health needs**.
- Population Type: Sex Offenders; the sex offense convictions must be current convictions for either a sex offense and/or an offense that is sexually motivated.
- Specialty Services: **Sex Offender Education and Treatment Program.**

**Cook Unit:** This facility is part of the Arizona State Prison Eyman Complex:

- Custody: Medium.
- Operating Bed Capacity: 1,337 in FY 2010 and 1,245 in FY 2011.
- Average Daily Population (ADP): 1,322 in FY 2010 and 1,242 in FY 2011.
- Health Care Access: The unit is a corridor facility with access to off-site healthcare and can house inmates with up to **severely limited physical capacity**, severe physical illness, and chronic conditions and inmates with up to **high mental health needs**.
- Population Type: Sex Offenders; current sex offense convictions or history of sex offense convictions.
- Specialty Services: **No special services; provides General Population programming.**



## ASP-Phoenix West (GEO) and ASPC-Tucson, Catalina Unit – Comparison:

**Phoenix West:** This facility is a private prison operated by The GEO Group Inc. (GEO):

- Custody: Minimum.
- Operating Bed Capacity: 500 beds in FY 2010 and FY 2011.
- Average Daily Population (ADP): 496 in FY 2010 and 495 in FY 2011.
- Health Care Access: The unit is a corridor facility with access to off-site healthcare and can house inmates with up to **limited physical capacity**, severe physical illness, and chronic conditions and inmates with up to **moderate mental health needs**. In addition, the prison contract includes a **correctional health care cost cap of \$10,000 per inmate**. When the health care cost of a single inmate exceeds this cap, the inmate is transferred to a state-run prison unit.
- Population Type: **Current Conviction for Driving Under the Influence (DUI).**
- Specialty Services: **DUI Treatment.**

**Catalina Unit:** This facility is part of the Arizona State Prison Tucson Complex:

- Custody: Minimum.
- Operating Bed Capacity: 360 beds in FY 2010 and FY 2011.
- Average Daily Population (ADP): 342 in FY 2010 and 357 in FY 2011.
- Health Care Access: The unit is a corridor facility with access to off-site healthcare and can house inmates with up to **severely limited physical capacity**, severe physical illness, and chronic conditions and inmates with up to **high mental health needs**. There is **no correctional health care cost cap**.
- Population Type: **General Population; the Department does not have a unit exclusively designated for offenders with a current DUI conviction.**
- Specialty Services: **No special services; provides General Population programming.**

## ASP-Florence West (GEO) and ASPC-Lewis, Bachman Unit – Comparison:

**Florence West:** This facility is a private prison operated by The GEO Group Inc. (GEO):

- Custody: Minimum.
- Operating Bed Capacity: 750 beds in FY 2010 and FY 2011.
- Average Daily Population (ADP): 735 in FY 2010 and 737 in FY 2011.
- Health Care Access: The unit is a corridor facility with access to off-site healthcare and can house inmates with up to **limited physical capacity**, severe physical illness, and chronic conditions and inmates with up to **moderate mental health needs**.
- Population Type: **Current Conviction for Driving Under the Influence (DUI) and Return to Custody (RTC) inmates** who have violated their terms of community supervision and must be returned to prison.
- Specialty Services: **DUI Treatment.**

**Bachman Unit:** This facility is part of the Arizona State Prison Lewis Complex:

- Custody: Minimum.
- Operating Bed Capacity: 727 beds in FY 2010 and FY 2011.
- Average Daily Population (ADP): 842 in FY 2010 and 830 in FY 2011 (for both years includes inmates held in special use detention beds).
- Health Care Access: The unit is a corridor facility with access to off-site healthcare and can house inmates with up to **severely limited physical capacity**, severe physical illness, and chronic conditions and inmates with up to **high mental health needs**.
- Population Type: **General Population; the Department does not have a unit exclusively designated for offenders with a current DUI conviction.**
- Specialty Services: **No special services; provides General Population programming.**

## ASP-Kingman (MTC) Hualapai Unit and ASPC-Eyman, Meadows Unit – Comparison:

**Hualapai Unit:** This facility is part of the Kingman private prison operated by Management and Training Corporation (MTC):

- Custody: Medium. (The unit housed both minimum and medium custody inmates until April 2010, at which time it was reclassified to house all medium custody inmates).
- Operating Bed Capacity: 1,508 beds in FY 2010 and FY 2011.
- Average Daily Population (ADP): 1,421 in FY 2010 and 1,018 in FY 2011.
- Health Care Access: The unit is a corridor facility with access to off-site healthcare and can house inmates with up to **limited physical capacity**, severe physical illness, and chronic conditions and inmates with up to **moderate mental health needs**.
- Population Type: **Restricted to Lower Risk General Population Inmates:**  
Effective September 21, 2010, after three felons escaped from the Kingman private prison on July 30, 2010, the inmate placement requirements for the Hualapai Unit were revised:
  - No inmates with life sentences (including sentences of 25 years to life).
  - No current or prior convictions for murder or attempted murder, including 1<sup>st</sup> and 2<sup>nd</sup> degree murder.
  - No inmates with an escape history from a secure perimeter within the last ten years.
  - No inmates with more than twenty (20) years to serve.
- Specialty Services: No special services; provides General Population programming.

**Meadows Unit:** This facility is part of the Arizona State Prison Eyman Complex:

- Custody: Medium.
- Operating Bed Capacity: 1,126 beds in FY 2010 and FY 2011.
- Average Daily Population (ADP): 1,214 in FY 2010 and 1,186 in FY 2011.
- Health Care Access: The unit is a corridor facility with access to off-site healthcare and can house inmates with up to **severely limited physical capacity**, severe physical illness, and chronic conditions and inmates with up to **high mental health needs**.
- Population Type: **General Population; all Risk Inmates/No Restrictions.** Due to the inmate placement requirements that became effective September 2010 for the Hualapai Unit, choosing a similar comparison state unit was difficult. The Department does not have a state medium custody prison unit with equivalent inmate placement criteria.
- Specialty Services: No special services; provides General Population programming.

## ASP-Kingman (MTC) Cerbat Unit and ASPC-Tucson, Whetstone Unit – Comparison:

**Cerbat Unit:** This facility is part of the Kingman private prison operated by Management and Training Corporation (MTC). The Department opened this unit and began loading inmates in April 2010:

- Custody: Minimum.
- Operating Bed Capacity: 2,000 beds in FY 2011.
- Average Daily Population (ADP):1,578 in FY 2011.
- Health Care Access: The unit is a corridor facility with access to off-site healthcare and can house inmates with up to **limited physical capacity**, severe physical illness, and chronic conditions and inmates with up to **moderate mental health needs**.
- Population Type: **Restricted to Lower Risk General Population Inmates:**  
Effective September 21, 2010, after three felons escaped from the Kingman private prison on July 30, 2010, the inmate placement requirements for the Cerbat Unit were revised:
  - No current or prior convictions for murder or attempted murder, including 1<sup>st</sup> and 2<sup>nd</sup> degree murder.
  - No inmates with an escape history from a secure perimeter.
  - No inmates with more than five (5) years to serve.
- Specialty Services: No special services; provides General Population programming.

**Whetstone Unit:** This facility is part of the Arizona State Prison Tucson Complex. The unit opened on May 7, 2010, and housed inmates effective July 1, 2010:

- Custody: Minimum.
- Operating Bed Capacity: 1,250 in FY 2011.
- Average Daily Population (ADP):1,075 in FY 2011.
- Health Care Access: The unit is a corridor facility with access to off-site healthcare and can house inmates with up to **severely limited physical capacity**, severe physical illness, and chronic conditions and inmates with up to **high mental health needs**.
- Population Type: **General Population; all Risk Inmates/No Restrictions.** Due to the inmate placement requirements that became effective September 2010 for the Cerbat Unit, choosing a similar comparison state unit was difficult. The Department does not have a state prison minimum custody unit with equivalent inmate placement criteria.
- Specialty Services: No special services; provides General Population programming.

### ASP-Marana (MTC) and ASPC-Safford, Graham Unit – Comparison:

**Marana:** This facility is a private prison operated by Management and Training Corporation (MTC):

- Custody: Minimum.
- Operating Bed Capacity: 500 beds in FY 2010 and FY 2011.
- Average Daily Population (ADP): 493 in FY 2010 and 499 in FY 2011.
- Health Care Access: The unit has limited access to off-site healthcare and can only house inmates with up to **restricted physical capacity and reasonable accommodation requirements** and inmates with up to moderate mental health needs. In addition, the prison contract includes a **correctional health care cost cap of \$10,000 per inmate**. When the health care cost of a single inmate exceeds this cap, the inmate is transferred to a state-run prison unit.
- Population Type: **Lower Risk Drug and DUI Offenders**. Offenders housed at Marana must meet the following criteria:
  - No Alcohol/Drug Abuse Treatment Needs Scores lower than A/D-2.
  - Offenders committed for Felony Class 4, 5, and 6 Property Offenses and in need of Substance Abuse/Alcohol Abuse Treatment are eligible for placement.
  - No offenders with a history of, or current convictions for, Felony Class 2 or 3 property offenses; history of felony convictions for violent offenses; history of sex offense arrests or convictions, or child related offenses.
  - No offenders with more than five (5) years remaining prior to release, pending disciplinary actions, or a history of validated security threat group involvement.
- Specialty Services: **Substance Abuse Treatment**.

**Graham Unit:** This facility is part of the Arizona State Prison Safford Complex:

- Custody: Minimum.
- Operating Bed Capacity: 711 beds in FY 2010 and FY 2011.
- Average Daily Population (ADP): 648 in FY 2010 and 670 in FY 2011.
- Health Care Access: The unit has limited access to off-site healthcare and can only house inmates with up to restricted physical capacity and reasonable accommodation requirements (**higher health needs may be accommodated with special approval**) and inmates with up to moderate mental health needs. There is **no correctional health care cost cap**.
- Population Type: **General Population/No Restrictions**. Due to the inmate placement requirements for ASP-Marana, choosing a comparison state unit was difficult. The Department does not have a state prison minimum custody unit with equivalent inmate placement criteria.
- Specialty Services: **No special services; provides General Population programming**.

## **Services Compared:**

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A.R.S. § 41-1609.01(K) identifies service areas that the Department Director shall consider when conducting the biennial comparison. They include nine (9) required service areas and allow for additional discretionary services areas as determined by the Department Director:

1. Security
2. Inmate management and Control
3. Inmate Programs and Services
4. Facility Safety and Sanitation
5. Administration
6. Food Service
7. Personnel Practices and Training
8. Inmate Health Services
9. Inmate Discipline
10. Other matters relating to services as determined by the Department Director

For the purposes of the Biennial Report, the Department compared each set of prison units by each of the nine (9) required service areas. The Department did not include, however, any additional service areas as part of the Biennial Report.

## **Comparative Data Used:**

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As required by A.R.S. § 41-1609.01(K), the biennial comparison is based on the professional correctional standards that the Department has codified in written policies and procedures and has established in private prison contracts. To measure performance against these correctional standards, the Biennial Report relies on the use of three (3) distinct sets of comparative facility/unit data; correctional operations data; inmate grievance data; and annual audit findings. The correctional operations data allows for the comparison of seven (7) of the nine (9) service areas required by statute. The inmate grievance data allows for the comparison of four (4) of the nine (9) service areas required by statute. The annual audit findings allow for the comparison of four (4) of the nine (9) service areas required by statute. Use of all three (3) data sets ensures that all nine (9) service areas required by statute are compared.

**FY 2010-FY 2011 Correctional Operations Comparative Data:**

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FY 2010 and FY 2011 correctional operations comparative data for each of the six (6) operating private prison units and the six (6) corresponding state-run prison units was collected for seven (7) of the nine (9) service areas identified in statute, as follows:

<b>A.R.S. § 41-1609.01(K) Service Areas</b>	<b>FY 2010 and FY 2011 Correctional Operations Comparative Data</b>
<ul style="list-style-type: none"> <li>▪ Security</li> </ul>	<ul style="list-style-type: none"> <li>▪ <u>Cell Phones</u>: Number of reported incidents in which cell phones (including cell phone accessories, wireless communication devices and multimedia storage devices) were confiscated.</li> <li>▪ <u>Drugs</u>: Number of reported incidents in which drugs (including drug paraphernalia) were confiscated.</li> <li>▪ <u>Escape Work Detail</u>: Number of inmates who escaped outside of a secure prison facility, i.e., from work detail, secure transport, or release center.</li> <li>▪ <u>Escape Secure Facility</u>: Number of inmates who escaped from a secure prison facility.</li> <li>▪ <u>Use of Force</u>: Number of reported incidents in which prison staff was required to use force with one or more inmates.</li> <li>▪ <u>Weapons</u>: Number of reported incidents in which weapons were confiscated.</li> <li>▪ <u>Lost Keys</u>: Number of reported incidents in which one or more prison keys were identified as missing or unaccounted for.</li> </ul>

A.R.S. § 41-1609.01(K) Service Areas	FY 2010 and FY 2011 Correctional Operations Comparative Data
<ul style="list-style-type: none"> <li>▪ Inmate Management and Control</li> </ul>	<ul style="list-style-type: none"> <li>▪ <u>Attempted Escapes</u>: Number of inmates who attempted escape.</li> <li>▪ <u>Inmate (I/M) Assaults</u>: Number of reported incidents of assaults committed by one or more inmates on one or more inmates that intentionally or unintentionally caused physical injury.</li> <li>▪ <u>Inmate (I/M) Fights</u>: Number of reported incidents of fights between two or more inmates.</li> <li>▪ <u>Inmate (I/M) Groupings</u>: Number of reported incidents of an unauthorized grouping by a substantial number of inmates acting in concert for a common purpose.</li> <li>▪ <u>Inmate (I/M) Management Incidents</u>: Number of reported incidents of one or two inmates engaging in unauthorized activity or displaying uncooperative or disruptive behavior resulting in official action beyond summary sanctions, such as return to cell or order to disperse.</li> <li>▪ <u>Inmate (I/M) Work Stoppage</u>: Number of reported incidents of an unauthorized temporary stoppage of work caused by one or more inmates.</li> <li>▪ <u>Inmate (I/M) Disturbances</u>: Number of reported incidents of collective action by three or more inmates resulting in official action beyond summary sanctions, such as return to cell or order to disperse.</li> <li>▪ <u>Inmate (I/M) Assaults on Staff</u>: Number of reported incidents of assaults committed by one or more inmates on a staff member(s) that intentionally or unintentionally cause physical injury. This includes striking the staff member with hand(s), fist(s), or feet; touching staff with intent to injure; or committing assault with bodily fluids by throwing or projecting saliva, blood, seminal fluid, urine, or feces at an employee.</li> <li>▪ <u>Number of Staff Assaulted</u>: Total number of staff members assaulted for all reported incidents of inmate assaults on staff.</li> </ul>



A.R.S. § 41-1609.01(K) Service Areas	FY 2010 and FY 2011 Correctional Operations Comparative Data
<ul style="list-style-type: none"> <li>▪ Inmate Programs and Services</li> </ul>	<ul style="list-style-type: none"> <li>▪ <u>Education</u>: Number of inmates enrolled in Functional Literacy Education Program.</li> <li>▪ <u>Career/Technical Education</u>: Number of inmates enrolled in Career/Technical Education (CTE) Program.</li> <li>▪ <u>Substance Abuse/Sex Offender Treatment</u>: Number of inmates participating in Substance Abuse or Sex Offender Treatment.</li> <li>▪ <u>Self Improvement Programs</u>: Number of inmates participating in Self Improvement Programming.</li> <li>▪ <u>Arizona Correctional Industries (ACI)</u>: Number of inmates working for ACI</li> <li>▪ <u>Intergovernmental Agreement Projects (IGA)</u>: Number of inmates working in IGAs.</li> <li>▪ <u>Work</u>: Number of inmates working in the Prison Work Incentive Pay Program (WIPP).</li> <li>▪ <u>GED</u>: Number of inmates earning a GED.</li> <li>▪ <u>Functional Literacy</u>: Number of inmates achieving 8<sup>th</sup> grade literacy.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Facility Safety and Sanitation</li> </ul>	<ul style="list-style-type: none"> <li>▪ <u>Inmate Injury</u>: Number of inmates who suffered an accidental injury during routine course of daily activities.</li> <li>▪ <u>Staff Injury</u>: Number of staff who suffered an accidental injury while on duty.</li> <li>▪ <u>Visitor Injury</u>: Number of visitors who suffered an accidental injury while at the prison unit.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Personnel Practices and Training</li> </ul>	<ul style="list-style-type: none"> <li>▪ <u>CO Vacancy Rate</u>: Correctional Officer II vacancy rate</li> <li>▪ <u>CO Turnover Rate</u>: Correctional Officer II turnover rate</li> <li>▪ <u>Core Competency</u>: <ul style="list-style-type: none"> <li>▪ Correctional Officer II Average Core Competency Test Score</li> <li>▪ Correctional Supervisor Average Core Competency Test Score</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>▪ Inmate Health Services</li> </ul>	<ul style="list-style-type: none"> <li>▪ <u>Medical Score</u>: Inmates indentified by Medical Score.</li> <li>▪ <u>Metal Health Score</u>: Inmates indentified by Mental Health Score.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Inmate Discipline</li> </ul>	<ul style="list-style-type: none"> <li>▪ <u>Minor Violations</u>: Number of inmate violations of Department policy or rule.</li> <li>▪ <u>Major Violations</u>: Number of inmate violations of Department policy or rule.</li> </ul>

**FY 2010-FY 2011 Inmate Grievance Comparative Data:**

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FY 2010 and FY 2011 inmate grievance comparative data for each of the six (6) operating private prison units and the six (6) corresponding state-run prison units was collected for four (4) of the nine (9) service areas identified in statute, as follows:

<b>A.R.S. § 41-1609.01(K) Service Areas</b>	<b>FY 2010 and FY 2011 Inmate Grievance Comparative Data</b>
<ul style="list-style-type: none"> <li>▪ Facility Safety and Sanitation</li> </ul>	<ul style="list-style-type: none"> <li>▪ <u>Facility Grievances</u>: Number of grievances filed by inmates.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Administration</li> </ul>	<ul style="list-style-type: none"> <li>▪ <u>Commissary/Store Grievances</u>: Number of grievances filed by inmates.</li> <li>▪ <u>Legal Access Grievances</u>: Number of grievances filed by inmates.</li> <li>▪ <u>Mail Grievances</u>: Number of grievances filed by inmates.</li> <li>▪ <u>Property Grievances</u>: Number of grievances filed by inmates.</li> <li>▪ <u>Visitation Grievances</u>: Number of grievances filed by inmates.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Food Service</li> </ul>	<ul style="list-style-type: none"> <li>▪ <u>Food Grievances</u>: Number of grievances filed by inmates.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Inmate Health Services</li> </ul>	<ul style="list-style-type: none"> <li>▪ <u>Health Care Grievances</u>: Number of grievances filed by inmates.</li> <li>▪ <u>Medical Appeals</u>: Number of health care grievances appealed to the Arizona Department of Corrections Director.</li> </ul>

**CY 2011 Annual Audit Comparative Data:**

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Thus far in CY 2011, annual audits were completed on each of the six (6) operating private prison units and eight (8) of ten (10) state-run prisons, including the six (6) state-run prison units used for comparative purposes.

The Department’s annual audit process utilizes an evaluative protocol and a collection instrument designed upon a foundation of thirteen (13) competencies, which contain approximately 850 performance based questions. These competencies and performance based questions were developed from existing agency policy and sound correctional management practices, in an effort to create an instrument to evaluate performance and policy compliance within any private or state-run prison setting. The annual audit process includes a determination of which competencies and questions

are applicable during an inspection by comparing the collection instrument against an individual prison unit's physical plant, custody level, programs, and inmate management practices.

The CY 2011 annual audits conducted thus far produced data in the thirteen (13) audit competency areas that could be individually sorted and matched to four (4) of the nine (9) service areas identified in statute, as follows:

A.R.S. § 41-1609.01(K) Service Areas	CY 2011 Annual Audit Competency Areas
<ul style="list-style-type: none"> <li>▪ Security</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ingress/Egress</li> <li>▪ Keys</li> <li>▪ Perimeter and Towers</li> <li>▪ Security Devices</li> <li>▪ Tools</li> <li>▪ Weapons/Armory/DART/Armed Posts</li> <li>▪ Detention</li> </ul>
<ul style="list-style-type: none"> <li>▪ Inmate Management and Control</li> </ul>	<ul style="list-style-type: none"> <li>▪ Classification</li> <li>▪ Counts and Inmate Movement</li> <li>▪ Inmate Management</li> </ul>
<ul style="list-style-type: none"> <li>▪ Inmate Programs and Services</li> </ul>	<ul style="list-style-type: none"> <li>▪ Inmate Services</li> <li>▪ Required Services</li> </ul>
<ul style="list-style-type: none"> <li>▪ Food Service</li> </ul>	<ul style="list-style-type: none"> <li>▪ Food Service</li> </ul>

# **FY 2010 – FY 2011 COMPARATIVE DATA**

**FY 2010 AND FY 2011 COMPARATIVE DATA  
SECURITY**

Private Prison Units (Yellow) -- State Prison Units (Blue)

**SECURITY**

**FY 2010 Correctional Operations Comparison: Security**

FY 2010	GEO-CACF	Cook	GEO-Phoenix West	Catalina	GEO-Florence West	Bachman	MTC-Hualapai	Meadows	MTC-Cerbat	Whetstone	MTC-Marana	Graham
<b>Capacity:</b>	1,280	1,337	500	360	750	727	1,508	1,126	Not Available	Not Available	500	711
<b>Average Daily Population:</b>	1,263	1,322	496	342	735	842* (*includes detention)	1,421	1,214	Not Available	Not Available	493	648
<b>Custody</b>	<b>Medium</b>		<b>Minimum</b>		<b>Minimum</b>		<b>Medium</b>		<b>Minimum</b>		<b>Minimum</b>	
Cell Phones	0	1	12	0	0	22	5	2	Opened in April 2010, Did Not Operate the Full FY 2010.	Not Open in FY 2010	2	2
Drugs	1	3	5	0	0	10	1	3			0	4
Escape Work Detail or Secure Facility	0	0	0	0	0	0	0	0			0	0
Use of Force	0	6	3	1	1	12	6	17			2	0
Weapons	0	1	0	1	0	13	6	5			0	10
Lost Keys	0	0	1	0	0	0	0	0			1	0

**FY 2011 Correctional Operations Comparison: Security**

FY 2011	GEO-CACF	Cook	GEO-Phoenix West	Catalina	GEO-Florence West	Bachman	MTC-Hualapai	Meadows	MTC-Cerbat	Whetstone	MTC-Marana	Graham
<b>Capacity:</b>	1,280	1,229	500	360	750	727	1,508	1,126	2,000	1,250	500	711
<b>Average Daily Population:</b>	1,281	1,242	495	357	737	830* (*includes detention)	1,018	1,186	1,578	1,075	499	670
<b>Custody</b>	<b>Medium</b>		<b>Minimum</b>		<b>Minimum</b>		<b>Medium</b>		<b>Minimum</b>		<b>Minimum</b>	
Cell Phones	1	0	30	3	7	18	44	2	22	9	1	0
Drugs	2	2	5	2	0	18	15	2	4	4	6	8
Escape Work Detail	0	0	0	1	0	0	0	0	0	1	0	0
Escape Secure Facility	0	0	0	0	0	0	3	0	0	0	0	0
Use of Force	2	5	1	2	1	6	14	22	11	10	0	0
Weapons	0	1	1	2	0	11	18	27	4	4	3	11
Lost Keys	1	1	0	1	0	2	1	5	0	0	1	1

**FY 2010 AND FY 2011 COMPARATIVE DATA  
INMATE MANAGEMENT AND CONTROL**

Private Prison Units (Yellow) -- State Prison Units (Blue)

**INMATE MANAGEMENT AND CONTROL**

**FY 2010 Correctional Operations Comparison: Inmate Management and Control**

<b>FY 2010</b>	<b>GEO-CACF</b>	<b>Cook</b>	<b>GEO-Phoenix West</b>	<b>Catalina</b>	<b>GEO-Florence West</b>	<b>Bachman</b>	<b>MTC-Hualapai</b>	<b>Meadows</b>	<b>MTC-Cerbat</b>	<b>Whetstone</b>	<b>MTC-Marana</b>	<b>Graham</b>
<b>Capacity:</b>	1,280	1,337	500	360	750	727	1,508	1,126	Not Available	Not Available	500	711
<b>Average Daily Population:</b>	1,263	1,322	496	342	735	842* (*includes detention)	1,421	1,214	Available	Available	493	648
<b>Custody</b>	<b>Medium</b>		<b>Minimum</b>		<b>Minimum</b>		<b>Medium</b>		<b>Minimum</b>		<b>Minimum</b>	
Attempted Escapes	0	0	0	0	0	0	0	0	Opened in April 2010, Did Not Operate the Full FY 2010.	Not Open in FY 2010	0	0
I/M Assaults	0	10	1	2	2	22	19	19			4	4
I/M Fights	2	7	3	4	1	19	3	14			1	3
I/M Groupings	0	0	0	0	1	2	1	3			0	2
I/M Management	0	0	0	0	0	1	0	0			0	0
I/M Work Stoppage	0	0	0	0	0	0	0	0			0	0
I/M Disturbance	0	0	0	0	0	0	7	0			0	0
I/M Assaults on Staff	0	3	0	0	1	6	9	5			1	0
Number of Staff Assaulted	0	3	0	0	1	7	9	5			1	0

## INMATE MANAGEMENT AND CONTROL

### FY 2011 Correctional Operations Comparison: Inmate Management and Control

FY 2011	GEO- CACF	Cook	GEO- Phoenix West	Catalina	GEO- Florence West	Bachman	MTC- Hualapai	Meadows	MTC- Cerbat	Whetstone	MTC- Marana	Graham
<b>Capacity:</b>	1,280	1,229	500	360	750	727	1,508	1,126	2,000	1,250	500	711
<b>Average Daily Population:</b>	1,281	1,242	495	357	737	830* (*includes detention)	1,018	1,186	1,578	1,075	499	670
<b>Custody</b>	<b>Medium</b>		<b>Minimum</b>		<b>Minimum</b>		<b>Medium</b>		<b>Minimum</b>		<b>Minimum</b>	
Attempted Escapes	0	0	0	0	0	0	0	0	0	0	0	0
I/M Assaults	5	8	1	6	7	19	24	28	9	11	0	2
I/M Fights	10	9	2	6	1	4	6	30	5	9	2	0
I/M Groupings	0	0	0	0	0	0	1	0	2	0	1	0
I/M Management	0	1	3	1	1	2	0	4	5	6	0	1
I/M Work Stoppage	0	0	0	0	0	0	0	0	0	0	0	0
I/M Disturbance	0	0	0	0	0	0	0	0	1	0	0	0
I/M Assaults on Staff	1	2	0	1	0	6	14	6	4	1	1	0
Number of Staff Assaulted	1	2	0	1	0	6	17	6	4	1	1	0

**FY 2010 AND FY 2011 COMPARATIVE DATA  
INMATE PROGRAMS AND SERVICES**

Private Prison Units (Yellow) -- State Prison Units (Blue)

**INMATES PROGRAMS AND SERVICES**

**FY 2010 Correctional Operations Comparison: Inmate Programs and Services**

<b>FY 2010</b>	<b>GEO-CACF</b>	<b>Cook</b>	<b>GEO-Phoenix West</b>	<b>Catalina</b>	<b>GEO-Florence West</b>	<b>Bachman</b>	<b>MTC-Hualapai</b>	<b>Meadows</b>	<b>MTC-Cerbat</b>	<b>Whetstone</b>	<b>MTC-Marana</b>	<b>Graham</b>
<b>Capacity:</b>	1,280	1,337	500	360	750	727	1,508	1,126	Not Available	Not Available	500	711
<b>Average Daily Population:</b>	1,263	1,322	496	342	735	842* (*includes detention)	1,421	1,214	Available	Available	493	648
<b>Custody</b>	<b>Medium</b>		<b>Minimum</b>		<b>Minimum</b>		<b>Medium</b>		<b>Minimum</b>		<b>Minimum</b>	
Education	86/6.8%	124/ 9.3%	37 / 7.5%	34 / 9.6%	34 / 4.5%	76 / 10.6%	N/A**	135/10.8%	Opened in April 2010, Did Not Operate the Full FY 2010.	Not Open in FY 2010.	32 / 6.4%	116/16.6%
Career/Tech. Educ..	35/2.8%	40 / 3.0%	0 / 0.0%	0 / 0.0%	0 / 0.0%	15 / 2.1%	N/A**	21 / 1.7%			16 / 3.2%	141/20.1%
Substance Abuse/Sex Offender Treatment	244/19.2%	0 / 0.0%	467/ 94.2%	0 / 0.0%	49 / 6.5%	14 / 1.9%	N/A**	42 / 3.3%			289/58.3%	0 / 0.0%
Self Improvement Programs	233/18.3%	13 / 1.0%	38 / 7.7%	18 / 5.0%	.5 / 0.1%	26 / 3.6%	N/A**	28 / 2.2%			132/26.6%	75 / 10.7%
Ariz. Corr. Ind. (ACI)	23 /1.8%	24 / 1.8%	4 / 0.8%	0 / 0.0%	0 / 0.0%	134/ 18.6%	N/A**	128/10.2%			21 / 4.1%	0 / 0.0%
Intergovernmental Agreements (IGA)	0 / 0.0%	0 / 0.0%	72 / 14.6%	88 / 24.4%	12 / 1.6%	46 / 6.4%	N/A**	0 / 0.0%			39 / 7.9%	166 / 23.7%
Work (WIPP)	582/45.8%	1,018/76%	148/ 29.9%	277/77.3%	314/42.2%	357/49.7%	N/A**	444/35.5%			196/39.4%	355/50.8%
GED	39	30	9	0	44	10	84	49			75	16
Functional Literacy	118	159	92	65	158	216	241	216			201	122

**\*\*N/A: ASP-Kingman Hualapai Unit data was not tracked until January 2011, and therefore is not available in these areas for FY 2010 (July 1, 2009 through June 30, 2010).**



## INMATES PROGRAMS AND SERVICES

### FY 2011 Correctional Operations Comparison: Inmate Programs and Services

FY 2011	GEO-CACF	Cook	GEO-Phoenix West	Catalina	GEO-Florence West	Bachman	MTC-Hualapai	Meadows	MTC-Cerbat	Whetstone	MTC-Marana	Graham
<b>Capacity:</b>	1,280	1,229	500	360	750	727	1,508	1,126	2,000	1,250	500	711
<b>Average Daily Population:</b>	1,281	1,242	495	357	737	830* (*includes detention)	1,018 (443**)	1,186	1,578 (740*)	1,075	499	670
<b>Custody</b>	<b>Medium</b>		<b>Minimum</b>		<b>Minimum</b>		<b>Medium</b>		<b>Minimum</b>		<b>Minimum</b>	
Education	92 / 7.2%	112 / 9.1%	57 / 11.8%	32 / 8.8%	35 / 4.8%	85 / 11.7%	39 / 4.3%**	116 / 0.1%	60 / 4.0%*	201/19.0%	22 / 4.1%	112 / 6.9%
Career/Tech. Educ..	31 / 2.4%	37 / 3.0%	0 / 0.0%	15 / 4.2%	0 / 0.0%	13 / 1.8%	0 / 0.0%**	20 / 1.7%	55 / 3.7%*	34/3.0%	16 / 3.3%	118/ 17.8%
Substance Abuse/Sex Offender Treatment	234/ 18.3%	0 / 0.0%	450/ 91.6%	0 / 0.0%	63 / 8.5%	27 / 3.7%	88 / 9.7%**	51 / 4.5%	94 / 6.3%*	0 / 0.0%	247/ 50.0%	0 / 0.0%
Self Improvement Programs	202 / 15.9%	48 / 4.0%	48 / 9.7%	49 / 13.8%	5 / 0.7%	51 / 7.0%	68/ 7.46%**	9 / 0.8%	72 / 4.8%*	53/5.0%	135/ 27.4%	61 / 9.2%
Ariz. Corr. Ind. (ACI)	31/ 2.5%	24 / 2.0%	4 / 0.8%	0 / 0.0%	0 / 0.0%	117/ 16.1%	0 / 0.0%**	129 / 11.2%	8 / 0.5%*	56/5.0%	17 / 3.5%	0 / 0.0%
Intergovernmental Agreements (IGA)	0 / 0.0%	0 / 0.0%	94 / 19.1%	167/ 26.5%	7 / 0.9%	6 / 0.8%	0 / 0.0%**	0 / 0.0%	9 / 0.0%*	92/9.0%	43 / 8.9%	167/ 25.1%
Work (WIPP)	591 / 46.3%	995/81.0%	210 42.7%	352/ 84.4%	314/ 42.4%	351/ 48.3%	302/ 33.2%**	426 / 37.0%	440 / 29.5%*	448/42.0%	202/ 40.8%	352/ 53.0%
GED	33	21	5	11	43	21	52	46	126	49	49	39
Functional Literacy	144	135	112	71	52	146	42	238	59	257	133	144

**\*\*ASP-Kingman Hualapai Unit and Cerbat Unit data was not tracked until January 2011, and is only available in these areas for the full months of January 2011 through June 2011. Therefore, the ADP has been adjusted to reflect actual ADP for the months January 2011 through June 2011 for the purposes of this calculation/comparison.**

**FY 2010 AND FY 2011 COMPARATIVE DATA  
FACILITY SAFETY AND SANITATION**

Private Prison Units (Yellow) -- State Prison Units (Blue)

**FACILITY SAFETY AND SANITATION**

**FY 2010 Correctional Operations Comparison: Facility Safety and Sanitation**

<b>FY 2010</b>	<b>GEO-CACF</b>	<b>Cook</b>	<b>GEO-Phoenix West</b>	<b>Catalina</b>	<b>GEO-Florence West</b>	<b>Bachman</b>	<b>MTC-Hualapai</b>	<b>Meadows</b>	<b>MTC-Cerbat</b>	<b>Whetstone</b>	<b>MTC-Marana</b>	<b>Graham</b>
<b>Capacity:</b>	1,280	1,337	500	360	750	727	1,508	1,126	Not Available	Not Available	500	711
<b>Average Daily Population:</b>	1,263	1,322	496	342	735	842* (*includes detention)	1,421	1,214	Available	Available	493	648
<b>Custody</b>	<b>Medium</b>		<b>Minimum</b>		<b>Minimum</b>		<b>Medium</b>		<b>Minimum</b>		<b>Minimum</b>	
Inmate Injury	0	0	0	0	0	1	0	0	Opened in April 2010, Did Not Operate the Full FY 2010.	Not Open in FY 2010	1	2
Staff Injury	0	0	0	0	0	0	0	2			0	0
Visitor Injury	0	0	1	0	0	1	0	0			0	0

**FY 2011 Correctional Operations Comparison: Facility Safety and Sanitation**

<b>FY 2011</b>	<b>GEO-CACF</b>	<b>Cook</b>	<b>GEO-Phoenix West</b>	<b>Catalina</b>	<b>GEO-Florence West</b>	<b>Bachman</b>	<b>MTC-Hualapai</b>	<b>Meadows</b>	<b>MTC-Cerbat</b>	<b>Whetstone</b>	<b>MTC-Marana</b>	<b>Graham</b>
<b>Capacity:</b>	1,280	1,229	500	360	750	727	1,508	1,126	2,000	1,250	500	711
<b>Average Daily Population:</b>	1,281	1,242	495	356	737	830* (*includes detention)	1,018	1,186	1,578	1,075	499	670
<b>Custody</b>	<b>Medium</b>		<b>Minimum</b>		<b>Minimum</b>		<b>Medium</b>		<b>Minimum</b>		<b>Minimum</b>	
Inmate Injury	0	1	0	1	0	1	0	1	0	0	1	0
Staff Injury	0	4	0	0	0	1	0	2	0	0	0	0
Visitor Injury	0	0	0	0	0	0	0	0	0	1	0	0

## FACILITY SAFETY AND SANITATION

### FY 2010 Inmate Grievances: Facility Safety and Sanitation

FY 2010	GEO-CACF	Cook	GEO-Phoenix West	Catalina	GEO-Florence West	Bachman	MTC-Hualapai	Meadows	MTC-Cerbat	Whetstone	MTC-Marana	Graham
<b>Capacity:</b>	1,280	1,337	500	360	750	727	1,508	1,126	Not Available	Not Available	500	711
<b>Average Daily Population:</b>	1,263	1,322	496	342	735	842* (*includes detention)	1,421	1,214	Available	Available	493	648
<b>Custody</b>	<b>Medium</b>		<b>Minimum</b>		<b>Minimum</b>		<b>Medium</b>		<b>Minimum</b>		<b>Minimum</b>	
Facilities Grievances	0	9	0	0	0	0	0	0	Opened in April 2010, Did Not Operate the Full FY 2010.	Not Open in FY 2010	0	0

### FY 2011 Inmate Grievances: Facility Safety and Sanitation

FY 2011	GEO-CACF	Cook	GEO-Phoenix West	Catalina	GEO-Florence West	Bachman	MTC-Hualapai	Meadows	MTC-Cerbat	Whetstone	MTC-Marana	Graham
<b>Capacity:</b>	1,280	1,229	500	360	750	727	1,508	1,126	2,000	1,250	500	711
<b>Average Daily Population:</b>	1,281	1,242	495	357	737	830* (*includes detention)	1,018	1,186	1,578	1,075	499	670
<b>Custody</b>	<b>Medium</b>		<b>Minimum</b>		<b>Minimum</b>		<b>Medium</b>		<b>Minimum</b>		<b>Minimum</b>	
Facilities Grievances	16	0	0	0	0	0	0	0	0	0	0	0

**FY 2010 AND FY 2011 COMPARATIVE DATA  
ADMINISTRATION**

Private Prison Units (**Yellow**) -- State Prison Units (**Blue**)

**ADMINISTRATION**

**FY 2010 Inmate Grievances: Administration**

<b>FY 2010</b>	<b>GEO-CACF</b>	<b>Cook</b>	<b>GEO-Phoenix West</b>	<b>Catalina</b>	<b>GEO-Florence West</b>	<b>Bachman</b>	<b>MTC-Hualapai</b>	<b>Meadows</b>	<b>MTC-Cerbat</b>	<b>Whetstone</b>	<b>MTC-Marana</b>	<b>Graham</b>
<b>Capacity:</b>	1,280	1,337	500	360	750	727	1,508	1,126	Not Available	Not Available	500	711
<b>Average Daily Population:</b>	1,263	1,322	496	342	735	842* (*includes detention)	1,421	1,214	Available	Available	493	648
<b>Custody</b>	<b>Medium</b>		<b>Minimum</b>		<b>Minimum</b>		<b>Medium</b>		<b>Minimum</b>		<b>Minimum</b>	
Commissary/Store Grievances	1	1	0	0	0	1	2	3	Opened in April 2010, Did Not Operate the Full FY 2010.	Not Open in FY 2010	3	1
Legal Access Grievances	5	4	0	1	0	0	0	1			0	0
Mail Grievances	1	9	0	1	0	2	2	0			0	1
Property Grievances	45	44	4	1	4	32	70	57			3	14
Visitation Grievances	0	2	0	0	0	0	0	2			0	0

## ADMINISTRATION

### FY 2011 Inmate Grievances: Administration

FY 2011	GEO-CACF	Cook	GEO-Phoenix West	Catalina	GEO-Florence West	Bachman	MTC-Hualapai	Meadows	MTC-Cerbat	Whetstone	MTC-Marana	Graham
<b>Capacity:</b>	1,280	1,229	500	360	750	727	1,508	1,126	2,000	1,250	500	711
<b>Average Daily Population:</b>	1,281	1,242	495	357	737	842* (*includes detention)	1,018	1,186	1,578	1,075	499	670
<b>Custody</b>	<b>Medium</b>		<b>Minimum</b>		<b>Minimum</b>		<b>Medium</b>		<b>Minimum</b>		<b>Minimum</b>	
Commissary/Store Grievances	2	0	0	0	0	0	1	0	0	1	0	0
Legal Access Grievances	5	1	0	0	0	0	0	1	5	3	0	0
Mail Grievances	3	4	0	0	0	0	0	1	11	2	0	0
Property Grievances	46	22	3	21	4	20	88	35	50	36	8	5
Visitation Grievances	0	24	0	0	0	0	0	0	0	0	0	0

**FY 2010 AND FY 2011 COMPARATIVE DATA  
FOOD SERVICE**

Private Prison Units (Yellow) -- State Prison Units (Blue)

**FOOD SERVICE**

**FY 2010 Inmate Grievances: Food Service**

<b>FY 2010</b>	<b>GEO-CACF</b>	<b>Cook</b>	<b>GEO-Phoenix West</b>	<b>Catalina</b>	<b>GEO-Florence West</b>	<b>Bachman</b>	<b>MTC-Hualapai</b>	<b>Meadows</b>	<b>MTC-Cerbat</b>	<b>Whetstone</b>	<b>MTC-Marana</b>	<b>Graham</b>
<b>Capacity:</b>	1,280	1,337	500	360	750	727	1,508	1,126	Not Available	Not Available	500	711
<b>Average Daily Population:</b>	1,263	1,322	496	342	735	842* (*includes detention)	1,421	1,214	Available	Available	493	648
<b>Custody</b>	<b>Medium</b>		<b>Minimum</b>		<b>Minimum</b>		<b>Medium</b>		<b>Minimum</b>		<b>Minimum</b>	
Food Grievances	1	10	0	0	0	0	0	2	Opened in April 2010, Did Not Operate the Full FY 2010.	Not Open in FY 2010	0	1

**FY 2011 Inmate Grievances: Food Service**

<b>FY 2011</b>	<b>GEO-CACF</b>	<b>Cook</b>	<b>GEO-Phoenix West</b>	<b>Catalina</b>	<b>GEO-Florence West</b>	<b>Bachman</b>	<b>MTC-Hualapai</b>	<b>Meadows</b>	<b>MTC-Cerbat</b>	<b>Whetstone</b>	<b>MTC-Marana</b>	<b>Graham</b>
<b>Capacity:</b>	1,280	1,229	500	360	750	727	1,508	1,126	2,000	1,250	500	711
<b>Average Daily Population:</b>	1,281	1,242	495	357	737	830* (*includes detention)	1,018	1,186	1,578	1,075	499	670
<b>Custody</b>	<b>Medium</b>		<b>Minimum</b>		<b>Minimum</b>		<b>Medium</b>		<b>Minimum</b>		<b>Minimum</b>	
Food Grievances	1	0	0	0	0	0	2	1	1	0	0	0

**FY 2010 AND FY 2011 COMPARATIVE DATA  
PERSONNEL PRACTICES AND TRAINING**

Private Prison Units (Yellow) -- State Prison Units (Blue)

**PERSONNEL PRACTICES AND TRAINING**

**FY 2010 Correctional Operations Comparison: Personnel Practices and Training**

<b>FY 2010</b>	<b>GEO-CACF</b>	<b>Cook</b>	<b>GEO-Phoenix West</b>	<b>Catalina</b>	<b>GEO-Florence West</b>	<b>Bachman</b>	<b>MTC-Hualapai</b>	<b>Meadows</b>	<b>MTC-Cerbat</b>	<b>Whetstone</b>	<b>MTC-Marana</b>	<b>Graham</b>
<b>Custody</b>	<b>Medium</b>		<b>Minimum</b>		<b>Minimum</b>		<b>Medium</b>		<b>Minimum</b>		<b>Minimum</b>	
<b>CO Vacancy Rate</b>	7.6%	3.7%	16.0%	6.1%	12.4%	4.5%	3.1% *	5.0%	Not Available	Not Available	1.5%	5.2%
<b>CO Turnover Rate</b>	11.8%	20.3%	41.0%	20.0%	11.8%	22.2%	11.3% *	9.2%			36.4%	24.5%
<b>Core Competency</b>									Opened in April 2010, Did Not Operate the Full FY 2010.	Not Open in FY 2010.		
Correctional Officer II Average Score	76.83	80.87	87.73	80.00	89.32	79.08	76.20	79.08			77.10	74.62
Correctional Supervisor Average Score	82.88	88.46	90.31	87.81	85.78	88.00	80.94	86.45			85.00	79.33

**FY 2011 Correctional Operations Comparison: Personnel Practices and Training**

<b>FY 2011</b>	<b>GEO-CACF</b>	<b>Cook</b>	<b>GEO-Phoenix West</b>	<b>Catalina</b>	<b>GEO-Florence West</b>	<b>Bachman</b>	<b>MTC-Hualapai</b>	<b>Meadows</b>	<b>MTC-Cerbat</b>	<b>Whetstone</b>	<b>MTC-Marana</b>	<b>Graham</b>
<b>Custody</b>	<b>Medium</b>		<b>Minimum</b>		<b>Minimum</b>		<b>Medium</b>		<b>Minimum</b>		<b>Minimum</b>	
<b>CO Vacancy Rate</b>	9.1%	2.4%	18.0%	6.1%	12.9%	10.7%	8.4%	3.3%	8.4%	15.9%	5.1%	10.3%
<b>CO Turnover Rate</b>	11.8%	11.3%	61.0%	11.1%	11.8%	6.9%	25.6%	6.5%	25.6%	8.5%	56.8%	12.5%
<b>Core Competency</b>												
Correctional Officer II Average Score	85.87	89.42	91.86	88.19	89.32	89.13	82.64	90.32	81.30	88.75	86.94	89.82
Correctional Supervisor Average Score	88.73	87.08	86.57	85.75	87.56	89.78	88.42	91.67	81.56	87.00	87.64	89.20

\* This rate includes ASP-Kingman Cerbat Unit data for April 2010 through June 30, 2010. Data was not tracked by individual unit until July 1, 2010.

**FY 2010 AND FY 2011 COMPARATIVE DATA  
INMATE HEALTH SERVICES**

Private Prison Units (Yellow) -- State Prison Units (Blue)

**INMATE HEALTH SERVICES**

**FY 2010 Inmate Grievances: Inmate Health Services**

<b>FY 2010</b>	<b>GEO-CACF</b>	<b>Cook</b>	<b>GEO-Phoenix West</b>	<b>Catalina</b>	<b>GEO-Florence West</b>	<b>Bachman</b>	<b>MTC-Hualapai</b>	<b>Meadows</b>	<b>MTC-Cerbat</b>	<b>Whetstone</b>	<b>MTC-Marana</b>	<b>Graham</b>
<b>Capacity:</b>	1,280	1,337	500	360	750	727	1,508	1,126	Not Available	Not Available	500	711
<b>Average Daily Population:</b>	1,263	1,322	496	342	735	842* (*includes detention)	1,421	1,214	Available	Available	493	648
<b>Custody</b>	<b>Medium</b>		<b>Minimum</b>		<b>Minimum</b>		<b>Medium</b>		<b>Minimum</b>		<b>Minimum</b>	
Health Care Grievances	9	18	0	14	2	31	9	19	Opened in April 2010, Did Not Operate the Full FY 2010.	Not Open in FY 2010	0	0
Medical Appeals	2	0	0	1	0	9	0	4			0	0

**FY 2011 Inmate Grievances: Inmate Health Services**

<b>FY 2011</b>	<b>GEO-CACF</b>	<b>Cook</b>	<b>GEO-Phoenix West</b>	<b>Catalina</b>	<b>GEO-Florence West</b>	<b>Bachman</b>	<b>MTC-Hualapai</b>	<b>Meadows</b>	<b>MTC-Cerbat</b>	<b>Whetstone</b>	<b>MTC-Marana</b>	<b>Graham</b>
<b>Capacity:</b>	1,280	1,229	500	360	750	727	1,508	1,126	2,000	1,250	500	711
<b>Average Daily Population:</b>	1,281	1,242	495	357	737	830* (*includes detention)	1,018	1,186	1,578	1,075	499	670
<b>Custody</b>	<b>Medium</b>		<b>Minimum</b>		<b>Minimum</b>		<b>Medium</b>		<b>Minimum</b>		<b>Minimum</b>	
Health Care Grievances	18	32	5	8	1	23	8	7	27	51	0	4
Medical Appeals	2	0	0	0	0	0	3	1	1	6	0	1



## INMATE HEALTH SERVICES

### Inmate Population by Medical Score, Data as of October 31, 2011

October 31, 2011	GEO-CACF	Cook	GEO-Phoenix West	Catalina	GEO-Florence West	Bachman	MTC-Hualapai	Meadows	MTC-Cerbat	Whetstone	MTC-Marana	Graham
<b>Capacity: 10/31/2011</b>	1,280	1,261	500	360	750	727	1,508	1,126	2,000	1,250	500	711
<b>Inside Count:</b>	1,276	1,221	500	353	682	782	1,498	1,064	1,965	1,237	498	644
<b>Custody</b>	<b>Medium</b>		<b>Minimum</b>		<b>Minimum</b>		<b>Medium</b>		<b>Minimum</b>		<b>Minimum</b>	
Medical Score 1 - Maximum Physical	773/61%	642/53%	256 / 51%	113/32%	423/62%	323/41%	873/58%	348/33%	1,043/ 53%	446 / 36%	328 / 66%	430/67%
Medical Score 2 - Sustained Physical	341/27%	444/36%	183 / 37%	107/ 30%	227 / 33%	259 / 33%	492 / 33%	273/ 26%	663 / 34%	382 / 31%	164 / 33%	205/32%
Medical Score 3 - Restricted Physical	126/10%	60 / 5%	60 / 12%	79 / 22%	30 / 4%	123/16%	113 / 8%	265 / 25%	200 / 10%	204 / 16%	5 / 1%	6 /1%
Medical Score 4 - Limited Physical	17 / 1%	65 / 5%	0 / 0%	51 / 14%	2 / 0%	70 / 9%	17 / 1%	160/ 15%	53 / 3%	190 / 15%	Not Applicable	1/0%
Medical Score 5 - Severely Limited	Not Applicable	0 / 0%	Not Applicable	1 /0%	Not Applicable	1 / 0%	Not Applicable	2/ 0%	Not Applicable	5 / 0%	Not Applicable	Not Applicable
Medical Score Pending	19 / 1%	10 / 1%	1 / 0%	2 / 1%	0 / 0%	6 / 1%	3 / 0%	16 / 2%	6 / 0%	10 / 1%	1 / 0%	2 / 0%
<b>Totals:</b>	1,276	1,221	500	353	682	782	1,498	1,064	1,965	1,237	498	644

### Medical Scoring Criteria

- M-1** Maximum sustained physical capacity consistent with age; no special requirements.
- M-2** Sustained physical capacity consistent with age; stable physical illness or chronic condition; no special requirements.
- M-3** Restricted physical capacity; requires special housing or reasonable accommodations.
- M-4** Limited physical capacity and stamina; severe physical illness or chronic condition; requires housing in a corridor Institution.
- M-5** Severely limited physical capacity and stamina; requires assistance with Activities of Daily Living (ADLs); requires housing in Inpatient Component or Assisted Living area.

## INMATE HEALTH SERVICES

### Inmate Population by Mental Health Score, Data as of October 31, 2011

October 31, 2011	GEO-CACF	Cook	GEO-Phoenix West	Catalina	GEO-Florence West	Bachman	MTC-Hualapai	Meadows	MTC-Cerbat	Whetstone	MTC-Marana	Graham
<b>Capacity: 10/31/2011</b>	1,280	1,261	500	360	750	727	1,508	1,126	2,000	1,250	500	711
<b>Inside Count:</b>	1,276	1,221	500	353	682	782	1,498	1,064	1,965	1,237	498	644
<b>Custody</b>	<b>Medium</b>		<b>Minimum</b>		<b>Minimum</b>		<b>Medium</b>		<b>Minimum</b>		<b>Minimum</b>	
Mental Health Score 1 - No Need	793/62%	725/59%	363/ 72%	81 / 23%	538 / 79%	326/42%	864 / 58%	416/ 39%	1,105/ 56%	377 / 30%	441/ 89%	558/87%
Mental Health Score 2 - Low Need	300/24%	333/27%	59 / 12%	56 /16%	62 / 9%	83 / 11%	417 / 28%	255/24%	448/ 23%	180 / 15%	51 / 10%	86/ 13%
Mental Health Score 3 - Moderate Need	183/14%	158/13%	78 / 16%	196/56%	81 / 12%	369/47%	216 / 14%	363 / 34%	411 / 21%	622 / 50%	6 / 1%	0 / 0%
Mental Health Score 4 - High Need	Not Applicable	3/0%	Not Applicable	20/ 6%	Not Applicable	4 / 1%	Not Applicable	30 / 3%	Not Applicable	58 / 5%	Not Applicable	Not Applicable
Mental Health Score 5 - Acute Need	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable
Mental Health Score Pending	0 / 0%	2 / 0%	0 / 0%	0/0%	1 / 0%	0 / 0%	1 / 0%	0 / 0%	1 / 0%	0 / 0%	0 / 0%	0 / 0%
<b>Totals:</b>	1,276	1,221	500	353	683	782	1,498	1,064	1,965	1,237	498	644

### Mental Health Scoring Criteria

**MH-1** No Need: Inmate does not require placement in prison complex with regular psychological/psychiatric staffing and services on site. Inmate has no known history of mental health problems or treatment. Inmate has no recognized need for psychotropic medication, psychiatric monitoring or psychological counseling or therapy.

**MH-2** Low Need: Inmate does not require placement in prison complex with regular psychological/psychiatric staffing and services on site. Inmate has a history of mental health problems or treatment, but has no current recognized need for psychotropic medication, psychiatric monitoring or psychological counseling or therapy.

**MH-3** Moderate Need: Inmate requires placement in prison complex with regular, full-time psychological/psychiatric staffing and services. Inmate has recognized or routine need for mental health treatment and/or supervision.

**MH-4** High Need: Inmate requires specialized placement in mental health program with highly structured setting and/or with intensive psychological/psychiatric staffing and services. Inmate has recognized need for psychiatric monitoring and for intensive mental health treatment and/or supervision.

**MH-5** Acute Need: Inmate requires placement in the Department licensed behavioral health treatment facility to receive intensive psychological/psychiatric services. Inmate has a recognized acute need for mental health treatment and supervision.

**FY 2010 AND FY 2011 COMPARATIVE DATA  
INMATE DISCIPLINE**

Private Prison Units (**Yellow**) -- State Prison Units (**Blue**)

**INMATE DISCIPLINE**

**FY 2010 Correctional Operations Comparison: Inmate Discipline**

<b>FY 2010</b>	<b>GEO-CACF</b>	<b>Cook</b>	<b>GEO-Phoenix West</b>	<b>Catalina</b>	<b>GEO-Florence West</b>	<b>Bachman</b>	<b>MTC-Hualapai</b>	<b>Meadows</b>	<b>MTC-Cerbat</b>	<b>Whetstone</b>	<b>MTC-Marana</b>	<b>Graham</b>
<b>Capacity:</b>	1,280	1,337	500	360	750	727	1,508	1,126	Not Available	Not Available	500	711
<b>Average Daily Population:</b>	1,263	1,322	496	342	735	842* (*includes detention)	1,421	1,214	Available	Available	493	648
<b>Custody</b>	<b>Medium</b>		<b>Minimum</b>		<b>Minimum</b>		<b>Medium</b>		<b>Minimum</b>		<b>Minimum</b>	
Minor Violations	878	376	393	76	446	174	637	820	Opened in April 2010, Did Not Operate the Full FY 2010.	Not Open in FY 2010	351	223
Major Violations	293	171	178	70	116	311	446	338			86	207
<b>Totals:</b>	<b>1,171</b>	<b>547</b>	<b>571</b>	<b>146</b>	<b>562</b>	<b>485</b>	<b>1,083</b>	<b>1,158</b>			<b>437</b>	<b>430</b>

**FY 2011 Correctional Operations Comparison: Inmate Discipline**

<b>FY 2011</b>	<b>GEO-CACF</b>	<b>Cook</b>	<b>GEO-Phoenix West</b>	<b>Catalina</b>	<b>GEO-Florence West</b>	<b>Bachman</b>	<b>MTC-Hualapai</b>	<b>Meadows</b>	<b>MTC-Cerbat</b>	<b>Whetstone</b>	<b>MTC-Marana</b>	<b>Graham</b>
<b>Capacity:</b>	1,280	1,229	500	360	750	727	1,508	1,126	2,000	1,250	500	711
<b>Average Daily Population:</b>	1,281	1,242	495	357	737	830* (*includes detention)	1,018	1,186	1,578	1,075	499	670
<b>Custody</b>	<b>Medium</b>		<b>Minimum</b>		<b>Minimum</b>		<b>Medium</b>		<b>Minimum</b>		<b>Minimum</b>	
Minor Violations	691	166	381	167	276	323	553	321	466	548	457	214
Major Violations	231	107	145	96	67	341	613	271	423	486	83	312
<b>Totals:</b>	<b>922</b>	<b>273</b>	<b>526</b>	<b>263</b>	<b>343</b>	<b>664</b>	<b>1,166</b>	<b>592</b>	<b>889</b>	<b>1,034</b>	<b>540</b>	<b>526</b>

# CY 2011 ANNUAL AUDIT COMPARATIVE DATA

**CY 2011 ANNUAL AUDIT COMPARATIVE FINDINGS  
SECURITY**

Private Prison Units (**Yellow**) -- State Prison Units (**Blue**)

**SECURITY**

**CY 2011 Annual Audit Findings Comparison: Security**

<b>CY 2011</b>	<b>GEO- CACF</b>	<b>Cook</b>	<b>GEO- Phoenix West</b>	<b>Catalina</b>	<b>GEO- Florence West</b>	<b>Bachman</b>	<b>MTC- Hualapai</b>	<b>Meadows</b>	<b>MTC- Cerbat</b>	<b>Whetstone</b>	<b>MTC- Marana</b>	<b>Graham</b>
<b>Custody</b>	<b>Medium</b>		<b>Minimum</b>		<b>Minimum</b>		<b>Medium</b>		<b>Minimum</b>		<b>Minimum</b>	
Ingress/Egress	100%	96.0%	100%	100%	100%	94.6%	100%	80.0%	87.5%	100%	88.5%	80.0%
Keys	97.3%	91.8%	83.9%	97.9%	91.4%	97.1%	92.3%	98.0%	92.3%	95.8%	95.7%	95.1%
Perimeter and Towers	100%	92.3%	100%	100%	100%	92.3%	100%	92.3%	100%	100%	100%	100%
Security Devices	94.1%	93.8%	100%	89.5%	82.9%	82.6%	97.1%	81.3%	94.1%	95.0%	75.0%	97.0%
Tools	89.8%	91.0%	94.9%	88.5%	91.5%	90.9%	96.6%	94.0%	93.1%	90.3%	93.2%	92.3%
Weapons/Armory/ DART/Armed Posts	97.8%	95.4%	96.2%	98.0%	96.1%	100%	94.7%	95.4%	100%	98.0%	98.8%	95.0%
Detention	89.1%	N/A*	100%	100%	100%	87.5%	96.2%	96.6%	96.2%	100%	100%	100%

- **Not Applicable**

**CY 2011 ANNUAL AUDIT COMPARATIVE FINDINGS  
INMATE MANAGEMENT AND CONTROL**

Private Prison Units (**Yellow**) -- State Prison Units (**Blue**)

**INMATE MANAGEMENT AND CONTROL**

**CY 2011 Annual Audit Findings Comparison: Inmate Management and Control**

<b>CY 2011</b>	<b>GEO- CACF</b>	<b>Cook</b>	<b>GEO- Phoenix West</b>	<b>Catalina</b>	<b>GEO- Florence West</b>	<b>Bachman</b>	<b>MTC- Hualapai</b>	<b>Meadows</b>	<b>MTC- Cerbat</b>	<b>Whetstone</b>	<b>MTC- Marana</b>	<b>Graham</b>
<b>Custody</b>	<b>Medium</b>		<b>Minimum</b>		<b>Minimum</b>		<b>Medium</b>		<b>Minimum</b>		<b>Minimum</b>	
Classification	100%	100%	97.9%	98.2%	100%	97.8%	94.9%	95.8%	97.9%	98.3%	91.5%	100%
Counts and Inmate Movement	100%	95.0%	100%	100%	100%	100%	100%	85.0%	100%	100%	100%	100%
Inmate Management	100%	80.5%	99.1%	92.0%	99.2%	95.7%	94.0%	85.4%	97.6%	98.0%	95.3%	96.9%

**CY 2011 ANNUAL AUDIT COMPARATIVE FINDINGS  
INMATE PROGRAMS AND SERVICES**

Private Prison Units (**Yellow**) -- State Prison Units (**Blue**)

**INMATE PROGRAMS AND SERVICES**

**CY 2011 Annual Audit Findings Comparison: Inmate Programs and Services**

<b>CY 2011</b>	<b>GEO- CACF</b>	<b>Cook</b>	<b>GEO- Phoenix West</b>	<b>Catalina</b>	<b>GEO- Florence West</b>	<b>Bachman</b>	<b>MTC- Hualapai</b>	<b>Meadows</b>	<b>MTC- Cerbat</b>	<b>Whetstone</b>	<b>MTC- Marana</b>	<b>Graham</b>
<b>Custody</b>	<b>Medium</b>		<b>Minimum</b>		<b>Minimum</b>		<b>Medium</b>		<b>Minimum</b>		<b>Minimum</b>	
Inmate Services	98.6%	92.1%	100%	97.8%	100%	97.6%	98.5%	89.5%	98.5%	91.1%	88.5%	96.8%
Required Services	98.4%	93.1%	95.8%	100%	96.6%	91.4%	98.8%	92.4%	97.5%	96.6%	96.7%	99.1%

**CY 2011 ANNUAL AUDIT COMPARATIVE FINDINGS  
FOOD SERVICE**

Private Prison Units (*Yellow*) -- State Prison Units (*Blue*)

**FOOD SERVICE**

**CY 2011 Annual Audit Findings Comparison: Food Service**

<b>CY 2011</b>	<b>GEO- CACF</b>	<b>Cook</b>	<b>GEO- Phoenix West</b>	<b>Catalina</b>	<b>GEO- Florence West</b>	<b>Bachman</b>	<b>MTC- Hualapai</b>	<b>Meadows</b>	<b>MTC- Cerbat</b>	<b>Whetstone</b>	<b>MTC- Marana</b>	<b>Graham</b>
<b>Custody</b>	<b>Medium</b>		<b>Minimum</b>		<b>Minimum</b>		<b>Medium</b>		<b>Minimum</b>		<b>Minimum</b>	
Food Service	100%	91.2%	97.1%	95.0%	97.1%	90.6%	100%	85.3%	92.6%	97.6%	82.1%	100%



## REPORT FINDINGS

The purpose of the Biennial Comparison is to determine if the private prison contractor is providing the same quality of services as the state at a lower cost or services superior in quality to those provided by the state at essentially the same cost.

### Cost of Services:

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The Department used the Cost Report to evaluate the cost requirement of A.R.S. § 41-1609.01(K). It is important to recognize that private versus state cost comparisons are inherently complex due to the many differences in operating requirements, such as inmate custody level and population requirements; medical, mental health and dental care limitations; land and building financing and cost; level of overcrowding; age of infrastructure; and programming requirements. Thus, a *perfect* cost comparison is impossible to achieve.

Despite these complicating factors, the Department has worked diligently to provide a thorough and complete cost comparison. The **unadjusted** per diem costs published in the Cost Report reflect the total FY 2010 expenditures through 13<sup>th</sup> month as reported in the State of Arizona Uniform Statewide Accounting System (USAS) to establish baseline costs prior to adjustments for cost and functions comparisons.

The **adjusted** per diem costs used for cost comparisons are arrived at by identifying and adjusting expenses for several functions that are not provided by the private and/or state units at the same level by the private and/or state prison. The *adjusted* per diem cost includes three adjustments necessary to provide a more accurate cost comparison between state-operated and contracted prison beds: medical cost adjustment, inmate management functions adjustment, and depreciation (refer to Appendix - *FY 2010 Operating Per Capita Cost Report* pages 16-17 for additional information on unadjusted and adjusted per diem costs).

The adjusted costs (shown below), which are taken from the Cost Report, provide the best possible cost comparison between state and contract beds for both minimum and medium custody inmates in FY 2010.

**FY 2010 Minimum Custody Per Diem Costs**

Facility	Private Prison Costs		Comp. Unit	State Prison Unit Costs	
	Unadjusted <sup>1</sup>	Adjusted <sup>2</sup>		Unadjusted <sup>1</sup>	Adjusted <sup>1</sup>
ASP-Phoenix West (GEO)	\$47.22	\$40.64	Catalina	\$60.44	\$46.51
ASP-Florence West (GEO)	\$50.19	\$42.06	Bachman	\$49.14	\$40.59
ASP-Kingman (MTC) Cerbat Unit <sup>3</sup>	N/A	N/A	Whetstone <sup>3</sup>	N/A	N/A
ASP-Marana (MTC)	\$50.77	\$48.13	Graham	\$46.42	\$39.18
Avg. Minimum - All Units <sup>4</sup>	\$54.20	<b>\$46.56</b>		\$55.59	<b>\$46.59</b>

<b>Minimum Custody Range - All State Units <sup>5</sup></b>	<b>\$46.42 - \$83.01</b>	<b>\$39.18 - \$73.90</b>
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<sup>1</sup> The unadjusted state and contract bed per diem rates and the adjusted state bed per diem rates can be found in Appendix - *FY 2010 Operating Per Capita Cost Report* on pages 19-29. Pages 16-18 of the Cost Report explain the report methodology and differences between unadjusted and adjusted costs in more detail.

<sup>2</sup> The Contract Bed per diem rates have been adjusted for medical costs by backing out the reported medical, mental health, and dental relative daily cost from the contract fee schedule of each contract.

<sup>3</sup> MTC - Cerbat and ASPC-Tucson - Whetstone did not open until April 2010 or later. Therefore, per diem cost information is not available for these units.

<sup>4</sup> "All Units" refers to all private and state prison units that housed minimum custody inmates and were included in the Cost Report (see pages 19-29 referenced above).

<sup>5</sup>"Minimum Custody Range - All State Units" refers to the range in per diem costs of all state units that housed minimum custody inmates and were included in the Cost Report (see pages 19-29 referenced above).

**FY 2010 Medium Custody Per Diem Costs**

Facility	Private Prison Costs		Comp. Unit	State Prison Unit Costs	
	Unadjusted <sup>1</sup>	Adjusted <sup>2</sup>		Unadjusted <sup>1</sup>	Adjusted <sup>1</sup>
ASP-CACF (GEO)	\$60.69	\$52.09	Cook	\$50.80	\$41.68
ASP-Kingman (MTC) Hualapai Unit	\$60.64	\$54.59	Meadows	\$56.14	\$47.59
Avg. Medium - All Units <sup>3</sup>	\$60.66	<b>\$53.02</b>		\$57.97	<b>\$48.42</b>

<b>Medium Custody Range - All State Units <sup>4</sup></b>	<b><sup>4</sup> \$50.65 - \$74.34</b>	<b>\$39.29 - \$66.57</b>
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<sup>1</sup> The unadjusted state and contract bed per diem rates and the adjusted state bed per diem rates can be found in Appendix - *FY 2010 Operating Per Capita Cost Report* on pages 19-29. Pages 16-18 of the report explain the report methodology and differences between unadjusted and adjusted costs in more detail.

<sup>2</sup> The Contract Bed per diem rates have been adjusted for medical costs by backing out the reported medical, mental health, and dental relative daily cost from the contract fee schedule of each contract.

<sup>3</sup> "All Units" refers to all private and state prison units that housed medium custody inmates and were included in the Cost Report (see pages 19-29 referenced above).

<sup>4</sup> "Medium Custody Range - All State Units" refers to the range in per diem costs of all state units that housed medium custody inmates and were included in the Cost Report (see pages 19-29 referenced above).

Therefore, in compliance with the cost requirement of A.R.S. § 41-1609.01(K), the Department finds as follows:

Minimum Custody Beds: The minimum custody private prison contract beds per diem costs are within the range of state-run minimum custody prison unit bed per diem costs.

- ASP-Phoenix West (GEO) is below both the state bed minimum custody adjusted per diem cost and its comparison unit per diem cost. The adjusted per diem rate of ASP-Phoenix West (GEO) falls within the range of state-run minimum custody prison units.
- ASP-Florence West (GEO) is below the state bed minimum custody adjusted per diem cost but its per diem cost is above the per diem cost of its comparison unit. The adjusted per diem rate of ASP-Florence West (GEO) falls within the range of state-run minimum custody prison units.
- ASP-Kingman Cerbat (MTC) was not opened until April 2010, so per diem rate information is not available.
- ASP-Marana (MTC) is above both the state bed minimum custody adjusted per diem cost and its comparison unit per diem cost. The adjusted per diem rate of ASP-Marana (MTC) falls within the range of state-run minimum custody prison units.

Medium Custody Beds: The medium custody private prison contract beds per diem costs are within the range of state-run medium custody prison unit bed per diem costs.

- ASP-CACF (GEO) is above both the state bed medium custody adjusted per diem cost and its comparison unit per diem cost. The adjusted per diem rate of ASP-CACF (GEO) falls within the range of state-run medium custody prison units.
- ASP-Kingman (MTC) Hualapai Unit is above both the state bed medium custody adjusted per diem cost and its comparison unit per diem cost. The adjusted per diem rate of ASP-Kingman (MTC) falls within the range of state-run medium custody prison units.

### **Quality of Services:**

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The Department's findings regarding each of the six (6) operating private prison units and the corresponding state-run prison unit follows.

## ASP-Central Arizona Correctional Facility/CACF (GEO) and ASPC-Eyman, Cook Unit – Comparison Findings:

### 1. Security:

The service level of CACF was above the comparison state unit due to a lower number of incidents of cell phones, drugs, use of force, and weapons in FY 2010 and a lower number of incidents of use of force and weapons FY 2011. In addition, the annual audit comparative findings show that CACF's overall compliance level was above Cook Unit's overall compliance level.

Finding: Private prison unit quality of services is above the state unit service level.

### 2. Inmate Management and Control:

The service level of CACF was above the comparison state unit due to a lower number of inmate on inmate assaults, inmate on inmate fights, and inmate assaults on staff than at the Cook Unit. The numbers of reported incidents for other measures were all similar. In addition, the annual audit comparative findings show that CACF's overall compliance level was above Cook Unit's overall compliance level.

Finding: Private prison unit quality of services is above the state unit service level.

### 3. Inmate Programs and Services:

There are broad variances in the data collected for inmate programs and services. Although CACF and Cook Unit focus their programming resources on different priorities, it appears that the overall level of service is comparable. However, the annual audit comparative findings show that CACF's overall compliance level was above Cook Unit's overall compliance level. Therefore, the Department considers CACF's quality of service to be above Cook Unit.

Finding: Private prison unit quality of services is above the state unit service level.

#### **4. Facility Safety and Sanitation:**

The overall service level of CACF appears comparable in quality to the comparison state unit. Occurrence numbers varied over the two fiscal years for both units, with CACF having fewer facilities grievances in FY 2010, more facilities grievances in FY 2011, and fewer reported inmate, staff, and visitor injuries in FY 2011.

Finding: Private prison unit quality of services is comparable to the state unit service level.

#### **5. Administration:**

The overall service level of CACF appears comparable in quality to the comparison state unit. Occurrence numbers varied over the two fiscal years for both units, with CACF having fewer mail and visitation grievances in FY 2010 and FY 2011, but more legal access and property grievances in FY 2010 and FY 2011.

Finding: Private prison unit quality of services is comparable to the state unit service level.

#### **6. Food Service:**

The service level of CACF was above the comparison state unit due to a lower number of food grievances in FY 2010. In addition, the annual audit comparative findings show that CACF's overall compliance level was above Cook Unit's overall compliance level.

Finding: Private prison unit quality of services is above the state unit service level.

#### **7. Personnel Practices and Training:**

The service level of CACF was below the comparison state unit. Although measurement results were mixed, CACF had higher vacancy rates in FY 2010 and FY 2011, higher turnover rate in FY 2011, lower correctional officer test scores in FY 2010 and FY 2011, and lower correctional officer supervisor test scores in FY 2010.

Finding: Private prison unit quality of services is below the state unit service level.

## 8. Inmate Health Services:

CACF had fewer health care grievances than at Cook Unit in FY 2010 and FY 2011. However, given that Cook Unit generally houses a greater number of inmates with higher medical and mental health needs, the Department considers CACF's quality of service to be comparable to Cook Unit.

Finding: Private prison unit quality of services is comparable to the state unit service level.

## 9. Inmate Discipline:

The service level of CACF was below the comparison state unit. CACF had higher number of both levels of violations (minor and major) than at the Cook Unit in both FY 2010 and FY 2011.

Finding: Private prison unit quality of services is below the state unit service level.

## ASP-Central Arizona Correctional Facility/CACF (GEO) and ASPC-Eyman, Cook Unit:

### **Overall Finding: Comparable Quality of Services/Cost Within Range of Per Diem Costs for Medium Custody State Beds**

Of the nine (9) service areas, CACF was found to provide a service level:

- Below the comparison state unit in two (2) areas.
- Comparable to the comparison state unit in three (3) areas.
- Above the comparison state unit in four (4) areas.

The Department deems this to indicate that during the time period covered in the Biennial Report, CACF provided comparable quality of services as the state at an adjusted cost of \$52.09, which is within the range of per diem costs for medium custody state beds (\$39.29 - \$66.57), per the Cost Report.

However, it should be noted that CACF, pursuant to Laws 2003, 2<sup>nd</sup> Special Session, Chapter 5, Section 15, was exempted from A.R.S. § 41-1609.01(G)(K), and therefore is not required to provide services at the same quality of services as the state at a lower cost or services superior in quality to those provided by the state at essentially the same cost.

## ASP-Phoenix West (GEO) and ASPC-Tucson, Catalina Unit – Comparison Findings:

### 1. Security:

The service level of Phoenix West was below the comparison state unit. Phoenix West had a higher number of incidents of cell phones, drugs, use of force, and lost keys in FY 2010 and a higher number of incidents of cell phones and drugs for FY 2011. However, the annual audit comparative findings show that Phoenix West's overall compliance level was above Catalina Unit's overall compliance level. Therefore, the Department considers Phoenix West's quality of service to be comparable to Catalina Unit.

Finding: Private prison unit quality of services is comparable to the state unit service level.

### 2. Inmate Management and Control:

The service level of Phoenix West was above the comparison state unit due to a lower number of inmate on inmate assaults and inmate on inmate fights than at the Catalina Unit. The numbers of reported incidents for other measures were all similar. In addition, the annual audit comparative findings show that Phoenix West's overall compliance level was above Catalina Unit's overall compliance level.

Finding: Private prison unit quality of services is above the state unit service level.

### 3. Inmate Programs and Services:

There are broad variances in the data collected for inmate programs and services. Although Phoenix West and Catalina Unit focus their programming resources on different priorities, it appears that the overall level of service is comparable. In addition, the annual audit comparative findings show that Phoenix West's overall compliance level (97.9%) was within one percentage point of Catalina Unit's overall compliance level (98.9%). Therefore, the Department considers Phoenix West's quality of service to be comparable to Catalina Unit.

Finding: Private prison unit quality of services is comparable to the state unit service level.



#### **4. Facility Safety and Sanitation:**

The service level of Phoenix West was comparable in quality to the comparison state unit. Incidences of inmate, staff, and visitor injuries and facilities grievances were similar across both units.

Finding: Private prison unit quality of services is comparable to the state unit service level.

#### **5. Administration:**

The service level of Phoenix West was comparable in quality to the comparison state unit. Phoenix West had more property grievances in FY 2010, but significantly fewer property grievances in FY 2011. Incidences of grievances related to commissary, legal access, mail, and visitation were similar across both units.

Finding: Private prison unit quality of services is comparable to the state unit service level.

#### **6. Food Service:**

The service level of Phoenix West was comparable in quality to the comparison state unit. However, the annual audit comparative findings show that Phoenix West's overall compliance level was above Catalina Unit's overall compliance level. Therefore, the Department considers Phoenix West's quality of service to be above Catalina Unit.

Finding: Private prison unit quality of services is above the state unit service level.

#### **7. Personnel Practices and Training:**

The service level of Phoenix West was below the comparison state unit due to significantly higher FY 2010 and FY 2011 turnover and vacancy rates. Core competency test scores at Phoenix West were marginally higher for both correctional officers and correctional officer supervisors in both years. However, the degree of vacancy and turnover carry more weight because of the magnitude of those numbers.

Finding: Private prison unit quality of services is below the state unit service level.

## 8. Inmate Health Services:

Phoenix West had fewer health care grievances than Catalina Unit in FY 2010 and FY 2011. However, given that Phoenix West has a correctional health care cost cap of \$10,000 per inmate, whereby an inmate is transferred to a state-run prison unit when their health care cost exceeds this cap, and given that Catalina Unit houses a greater number of inmates with higher medical and mental health needs, the Department considers Phoenix West's quality of service to be comparable to Catalina Unit.

Finding: Private prison unit quality of services is comparable to the state unit service level.

## 9. Inmate Discipline:

The service level of Phoenix West was below the comparison state unit. Phoenix West had higher number of both levels of violations (minor and major) than at the Catalina Unit in both FY 2010 and FY 2011.

Finding: Private prison unit quality of services is below the state unit service level.

## ASP-Phoenix West (GEO) and ASPC-Tucson, Catalina Unit:

### **Overall Finding: Comparable Quality of Services/Cost Within Range of Per Diem Costs for Minimum Custody State Beds**

Of the nine (9) service areas, Phoenix West was found to provide a service level:

- Below the comparison state unit in two (2) areas.
- Comparable to the comparison state unit in five (5) areas.
- Above the comparison state unit in two (2) areas

It should be noted that Phoenix West houses mainly minimum custody inmates with a current conviction for DUI, while the Catalina Unit houses inmates with a variety of more serious commitment offenses. In addition, Phoenix West has a correctional health care cost cap of \$10,000 per inmate, whereby an inmate is transferred to a state-run prison unit when their health care cost exceeds this cap, while the Catalina Unit houses a greater number of inmates with higher medical and mental health needs

The Department deems this to indicate that during the time period covered in the Biennial Report, Phoenix West provided comparable quality of services as the state at an adjusted cost of \$40.64, which is within the range of per diem costs for minimum custody state beds (\$39.18 - \$73.90), per the Cost Report.

## ASP-Florence West (GEO) and ASPC-Lewis, Bachman Unit – Comparison Findings:

### 1. **Security:**

The service level of Florence West was above the comparison state unit due to lower incidences of cell phones, drugs, use of force and weapons than at the Bachman Unit. In addition, the annual audit comparative findings show that Florence West's overall compliance level was above Bachman Unit's overall compliance level.

Finding: Private prison unit quality of services is above the state unit service level.

### 2. **Inmate Management and Control:**

The service level of Florence West was above the comparison state unit due to lower number of inmate on inmate assaults, inmate on inmate fights, groupings, inmate management incidents, and inmate assaults on staff than at the Bachman Unit. In addition, the annual audit comparative findings show that Florence West's overall compliance level was above Bachman Unit's overall compliance level.

Finding: Private prison unit quality of services is above the state unit service level.

### 3. **Inmate Programs and Services:**

There are broad variances in the data collected for inmate programs and services. Although overall it appears that the service level of Florence West was below the comparison state unit due to the lower overall use of programming and work to engage the inmate population, the annual audit comparative findings show that Florence West's overall compliance level in this area was above Bachman Unit's overall compliance level. Therefore, the Department considers Florence West's quality of service to be comparable to Bachman Unit.

Finding: Private prison unit quality of services is comparable to the state unit service level.

#### **4. Facility Safety and Sanitation:**

The overall service level of Florence West was above the comparison state unit. Florence West had fewer reported inmate injuries, staff injuries, and visitor injuries in both FY 2010 and FY 2011.

Finding: Private prison unit quality of services is above the state unit service level.

#### **5. Administration:**

The service level of Florence West was above the comparison state unit due to a lower number of grievances related to commissary, mail, and property than at the Bachman Unit in both FY 2010 and FY 2011.

Finding: Private prison unit quality of services is above the state unit service level.

#### **6. Food Service:**

The service level of Florence West was comparable in quality to the comparison state unit. However, the annual audit comparative findings show that Florence West's overall compliance level was above Bachman Unit's overall compliance level. Therefore, the Department considers Florence West's quality of service to be above Bachman Unit.

Finding: Private prison unit quality of services is above the state unit service level.

#### **7. Personnel Practices and Training:**

The service level of Florence West was below the comparison state unit. Although measurement results were mixed, Florence West had higher vacancy rates in FY 2010 and FY 2011, higher turnover rate in FY 2011, and lower correctional officer supervisor test scores in FY 2010 and FY 2011.

Finding: Private prison unit quality of services is below the state unit service level.

## 8. Inmate Health Services:

Florence West had fewer health care grievances and medical appeals than at Bachman Unit in FY 2010 and FY 2011. However, given that Bachman Unit houses a greater number of inmates with higher medical and mental health needs, the Department considers Florence West's quality of service to be comparable to Bachman Unit.

Finding: Private prison unit quality of services is comparable to the state unit service level.

## 9. Inmate Discipline:

Florence West had more reported violations than the comparative state unit in FY 2010 and fewer reported violations than the comparative state unit in FY 2011.

Finding: Private prison unit quality of services is comparable to the state unit service level.

## ASP-Florence West (GEO) and ASPC-Lewis, Bachman Unit:

### **Overall Finding: Comparable Quality of Services/Cost Within Range of Per Diem Costs for Minimum Custody State Beds**

Of the nine (9) service areas, Florence West was found to provide a service level:

- Below the comparison state unit in one (1) area.
- Comparable to the comparison state unit in three (3) areas.
- Above the comparison state unit in five (5) areas.

It should be noted that Florence West houses mainly minimum custody inmates with a current conviction for DUI, while the Bachman Unit houses inmates with a variety of more serious commitment offenses.

The Department deems this to indicate that during the time period covered in the Biennial Report, Florence West provided comparable quality of services as the state at an adjusted cost of \$42.06, which is within the range of per diem costs for minimum custody state beds (\$39.18 - \$73.90), per the Cost Report.

## ASP-Kingman (MTC) Hualapai Unit and ASPC-Eyman, Meadows Unit – Comparison Findings:

### 1. Security:

Although the service level of the Hualapai Unit was comparable to the Meadows Unit in FY 2010, the FY 2011 escape of three felons and the higher incidences of cell phones and drugs in FY 2011 demonstrate a quality of service significantly below the state unit's service level. In addition, although the CY 2011 annual audit comparative findings show Hualapai Unit's overall compliance level was above Meadows Unit's overall compliance level, this represents performance twelve (12) months after the FY 2011 escapes. In response to the security lapses that caused the escape of three felons, the Department identified serious operational and security deficiencies at ASP-Kingman and effective September 21, 2010, revised the inmate placement requirements to remove, and going forward prohibit, more serious offenders, including inmates with life sentences, prior convictions for murder or attempted murder, an escape history from a secure perimeter within the last ten years, more than 20 years to serve. In addition, the Department issued a cure notice to MTC on December 29, 2010. The Department continued to work with MTC officials to resolve the outstanding concerns over the next three months. By late March 2011, MTC had made substantial progress in curing the deficiencies previously identified by the Department.

Finding: Private prison unit quality of services is below the state unit service level.

### 2. Inmate Management and Control:

The service level performance of the Hualapai Unit was comparable to the comparison state unit. In addition, although the annual audit comparative findings show that Hualapai Unit's overall compliance level was above Meadows Unit's overall compliance level, these audit findings represent performance twelve (12) months after the FY 2011 escapes and after the Department issued a cure notice to MTC on December 29, 2010. Therefore, the Department considers Hualapai Unit's quality of service to be comparable to Meadows Unit.

Finding: Private prison unit quality of services is comparable to the state unit service level.

### **3. Inmate Programs and Services:**

Although data was unavailable for the Hualapai Unit in FY 2010, FY 2011 data shows that the Hualapai Unit was comparable in quality to the comparison state unit. However, the annual audit comparative findings show that Hualapai Unit's overall compliance level was above Meadows Unit's overall compliance level. Therefore, the Department considers Hualapai Unit's quality of service to be above Meadows Unit.

Finding: Private prison unit quality of services is above the state unit service level.

### **4. Facility Safety and Sanitation:**

The overall service level of the Hualapai Unit was above the comparison state unit. The Hualapai Unit had fewer reported staff injuries in FY 2010 and FY 2011 and fewer reported inmate injuries in FY 2011.

Finding: Private prison unit quality of services is above the state unit service level.

### **5. Administration:**

The service level of the Hualapai Unit was below the comparison state unit. The Hualapai Unit had a greater number of grievances in both FY 2010 and FY 2011.

Finding: Private prison unit quality of services is below the state unit service level.

### **6. Food Service:**

The service level of the Hualapai Unit was comparable in quality to the comparison state unit. However, the annual audit comparative findings show that Hualapai Unit's overall compliance level was above Meadows Unit's overall compliance level. Therefore, the Department considers Hualapai Unit's quality of service to be above Meadows Unit.

Finding: Private prison unit quality of services is above the state unit service level.

## **7. Personnel Practices and Training:**

The service level of the Hualapai Unit was below the comparison state unit due to a higher vacancy rate than the comparison state unit in FY 2010 and higher turnover rates than the comparison state unit in FY 2010 and FY 2011. The Hualapai Unit also had lower core competency test scores in all categories for both fiscal years.

Finding: Private prison unit quality of services is below the state unit service level.

## **8. Inmate Health Services:**

Hualapai Unit had fewer health care grievances and medical appeals than Meadows Unit in FY 2010, but more health care grievances and medical appeals in FY 2011. Given that Meadows Unit houses a greater number of inmates with higher medical and mental health needs, the Department considers Hualapai Unit's quality of service to be comparable to Meadows Unit.

Finding: Private prison unit quality of services is comparable to the state unit service level.

## **9. Inmate Discipline:**

The service level of the Hualapai Unit was below the comparison state unit due to a significantly higher number of violations (minor and major) reported for FY 2011.

Finding: Private prison unit quality of services is below the state unit service level.



**ASP-Kingman (MTC) Hualapai Unit and ASPC-Eyman, Meadows Unit:**

**Overall Finding: Lower Quality of Services/Cost Within Range of Per Diem Costs for Medium Custody State Beds**

Of the nine (9) service areas, the Hualapai Unit was found to provide a service level:

- Below the comparison state unit in four (4) areas.
- Comparable to the comparison state unit in two (2) areas.
- Above the comparison state unit in three (3) areas.

Of particular concern during the time period identified in the Biennial Report were the security findings, including the escape of three felons on July 30, 2010. In response to the security lapses that caused the escape of three felons, the Department identified serious operational and security deficiencies at ASP-Kingman and effective September 21, 2010, revised the inmate placement requirements to remove, and going forward prohibit, more serious offenders, including inmates with life sentences, prior convictions for murder or attempted murder, an escape history from a secure perimeter within the last ten years, more than 20 years to serve. In addition, the Department issued a cure notice to MTC on December 29, 2010. The Department continued to work with MTC officials to resolve the outstanding concerns over the next three months. By late March 2011, MTC had made substantial progress in curing the deficiencies previously identified by the Department.

The Department deems this to indicate that during the time period covered in the Biennial Report, the Hualapai Unit provided quality of services below the state at an adjusted cost of \$54.59, which is within the range of per diem costs for medium custody state beds (\$39.29 - \$66.57), per the Cost Report.

## ASP-Kingman (MTC) Cerbat Unit and ASPC-Tucson, Whetstone Unit – Comparison:

### 1. Security:

The service level of the Cerbat Unit was below the comparison state unit. The Cerbat Unit had a higher incidence of cell phones and the annual audit comparative findings show that Cerbat Unit's overall compliance level was below Whetstone Unit's overall compliance level.

Finding: Private prison unit quality of services is below the state unit service level.

### 2. Inmate Management and Control:

The service level of the Cerbat Unit was comparable in quality to the comparison state unit. In addition, the annual audit comparative findings show that Cerbat Unit's overall compliance level (98.5%) was within one percentage point of Whetstone Unit's overall compliance level (98.8%).

Finding: Private prison unit quality of services is comparable to the state unit service level.

### 3. Inmate Programs and Services:

There are broad variances in the data collected for inmate programs and services. Although the Cerbat Unit and the Whetstone Unit focus their programming resources on different priorities, it appears that the overall level of service is comparable. However, Cerbat Unit's overall compliance level in this area was above Whetstone Unit's overall compliance level. Therefore, the Department considers Cerbat Unit's quality of service to be above Whetstone Unit.

Finding: Private prison unit quality of services is above the state unit service level.

#### **4. Facility Safety and Sanitation:**

The overall service level of the Cerbat Unit was above the comparison state unit. The Cerbat Unit had fewer reported visitor injuries in FY 2011.

Finding: Private prison unit quality of services is above the state unit service level.

#### **5. Administration:**

The service level of the Cerbat Unit was below the comparison state unit. The Cerbat Unit had a greater number of grievances in FY 2011.

Finding: Private prison unit quality of services is below the state unit service level.

#### **6. Food Service:**

The service level of Cerbat Unit was below the comparison state unit due to a higher number of food grievances in FY 2011. In addition, the annual audit comparative findings show that Cerbat Unit's overall compliance level was below Whetstone Unit's overall compliance level.

Finding: Private prison unit quality of services is below the state unit service level.

#### **7. Personnel Practices and Training:**

The service level of the Cerbat Unit was below the comparison state unit due to a higher turnover rate than the comparison state unit in FY 2011 and lower core competency test scores in both categories in FY 2011.

Finding: Private prison unit quality of services is below the state unit service level.

## 8. Inmate Health Services:

Cerbat Unit had fewer health care grievances and medical appeals than Whetstone Unit in FY 2011. However, given that Whetstone Unit houses a greater number of inmates with higher medical and mental health needs, the Department considers Cerbat Unit's quality of service to be comparable to Whetstone Unit.

Finding: Private prison unit quality of services is comparable to the state unit service level.

## 9. Inmate Discipline:

The Cerbat Unit had fewer reported violations than the comparative state unit in FY 2011.

Finding: Private prison unit quality of services is above to the state unit service level.

## ASP-Kingman (MTC) Cerbat Unit and ASPC-Tucson, Whetstone Unit:

### **Overall Finding: Comparable Quality of Services/ Cost Cannot Be Determined At This Time.**

Of the nine (9) service areas, the Cerbat Unit was found to provide a service level:

- Below the comparison state unit in four (4) areas.
- Comparable to the comparison state unit in two (2) areas.
- Above the comparison state unit in three (3) areas.

The Department deems this to indicate that during the time period covered in the Biennial Report, the Cerbat Unit provided comparable quality of services as the state. Because the Cerbat Unit did not open until April 2010, the issue of cost cannot be determined at this time.

However, it should be noted that the Cerbat Unit, pursuant to Laws 2007, 1<sup>st</sup> Regular Session, Chapter 261, Section 8, was exempted from A.R.S. § 41-1609.01(G)(K), and therefore is not required to provide services at the same quality of services as the state at a lower cost or services superior in quality to those provided by the state at essentially the same cost.

## ASP-Marana (MTC) and ASPC-Safford, Graham Unit – Comparison:

### 1. **Security:**

The service level of Marana was comparable in quality to the comparison state unit. The number of reported incidents for cell phones, drugs, escape, use of force, and lost keys were all similar. In addition, the annual audit comparative findings show that Marana's overall compliance level (93.0%) was within two percentage points of Graham Unit's overall compliance level (94.2%). Therefore, the Department considers Marana's quality of service to be comparable to Graham Unit.

Finding: Private prison unit quality of services is comparable to the state unit service level.

### 2. **Inmate Management and Control:**

The service level of Marana was comparable in quality to the comparison state unit for all inmate management and control measurement factors. The numbers of reported incidents for attempted escapes, inmate assaults and fights, work stoppages, disturbances, were all similar. However, the annual audit comparative findings show that Marana's overall compliance level was below Graham Unit's overall compliance level. Therefore, the Department considers Marana's quality of service to be below Graham Unit.

Finding: Private prison unit quality of services is below the state unit service level.

### 3. **Inmate Programs and Services:**

There are broad variances in the data collected for inmate programs and services. Although Marana and Graham Unit focus their programming resources on different priorities, it appears that the overall level of service is comparable. However, the annual audit comparative findings show that Marana's overall compliance level was below Graham Unit's overall compliance level. Therefore, the Department considers Marana's quality of service to be below Graham Unit.

Finding: Private prison unit quality of services is below the state unit service level.

#### 4. **Facility Safety and Sanitation:**

The service level of Marana was comparable in quality to the comparison state unit. Incidences of inmate, staff, and visitor injuries and facilities grievances were similar across both units.

Finding: Private prison unit quality of services is comparable to the state unit service level.

#### 5. **Administration:**

The service level of Marana was comparable in quality to the comparison state unit. There were fewer grievances overall in FY 2010 and more property grievances in FY 2011.

Finding: Private prison unit quality of services is comparable to the state unit service level.

#### 6. **Food Service:**

The service level of Marana was above the comparison state unit due to a lower number of food grievances in FY 2010. Although the annual audit comparative findings show that Marana's overall compliance level was below Graham Unit's overall compliance level, the Department considers Marana's quality of service to be comparable to Graham Unit.

Finding: Private prison unit quality of services is comparable to the state unit service level.

#### 7. **Personnel Practices and Training:**

The service level of Marana was below the comparison state unit due to the FY 2011 turnover rate of 56.8%. Core competency scores and vacancy rates were similar for both units. However, the FY 2011 CO Turnover Rate of 56.8% at Marana is considerably higher than the 12.5% at the Graham Unit.

Finding: Private prison unit quality of services is below the state unit service level.

## 8. Inmate Health Services:

Marana had fewer health care grievances and medical appeals than Graham Unit in FY 2011. However, given that Marana has a correctional health care cost cap of \$10,000 per inmate, whereby an inmate is transferred to a state-run prison unit when their health care cost exceeds this cap, and given that Graham Unit houses a greater number of inmates with higher medical needs, the Department considers Marana's quality of service to be comparable to Graham Unit.

Finding: Private prison unit quality of services is comparable to the state unit service level.

## 9. Inmate Discipline:

Marana had comparable reported violations in FY 2010 and FY 2011 than the comparison state unit.

Finding: Private prison unit quality of services is comparable to the state unit service level.

## ASP-Marana (MTC) and ASPC-Safford, Graham Unit:

### **Overall Finding: Comparable Quality of Services/ Cost Within Range of Per Diem Costs for Minimum Custody State Beds**

Of the nine (9) service areas, Marana was found to provide a service level:

- Below the comparison state unit in three (3) areas.
- Comparable to the comparison state unit in six (6) areas.

In addition, it should be noted that Marana has a correctional health care cost cap of \$10,000 per inmate, whereby an inmate is transferred to a state-run prison unit when their health care cost exceeds this cap, while the Graham Unit houses a greater number of inmates with higher medical and mental health needs

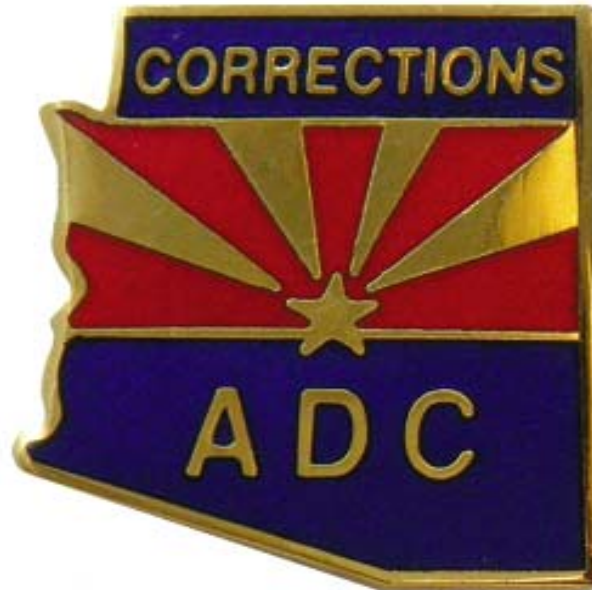
The Department deems this to indicate that during the time period covered in the Biennial Report, Marana provided comparable quality of services as the state at an adjusted cost of \$48.13, which is within the range of per diem costs for minimum custody state beds (\$39.18 - \$73.90), per the Cost Report.

**REPORT FINDINGS SUMMARY TABLE**

<b>Private Prison Unit</b>	<b>Custody Level</b>	<b>Quality of Service</b>	<b>Cost of Service</b>
<b>ASP-Central Arizona Correctional Facility (GEO)</b>	Medium Custody	Comparable	Within the range of per diem costs for medium custody state beds.
<b>ASP-Phoenix West (GEO)</b>	Minimum Custody	Comparable	Within the range of per diem costs for minimum custody state beds.
<b>ASP-Florence West (GEO)</b>	Minimum Custody	Comparable	Within the range of per diem costs for minimum custody state beds.
<b>ASP-Kingman (MTC) Hualapai Unit</b>	Medium Custody	Below	Within the range of per diem costs for medium custody state beds.
<b>ASP-Kingman(MTC) Cerbat Unit</b>	Minimum Custody	Comparable	Because the Cerbat Unit did not open until April 2010, the issue of cost cannot be determined at this time.
<b>ASP-Marana (MTC)</b>	Minimum Custody	Comparable	Within the range of per diem costs for minimum custody state beds.



**APPENDIX**  
**FY 2010 OPERATING PER CAPITA COST REPORT**



**ARIZONA DEPARTMENT OF CORRECTIONS**  
Charles L. Ryan, Director

# **FY 2010 Operating Per Capita Cost Report**

**Cost Identification and Comparison of State and Private Contract Beds**

ARIZONA DEPARTMENT OF CORRECTIONS (ADC)  
FY 2010 PRISON FACILITIES

ARIZONA STATE PRISON  
COMPLEXES (ASPC)

---

ASPC-Douglas  
ASPC-Eyman  
ASPC-Florence  
ASPC-Lewis  
ASPC-Perryville  
ASPC-Phoenix  
ASPC-Safford  
ASPC-Tucson  
ASPC-Winslow  
ASPC-Yuma

PRIVATE / CONTRACT PRISON BEDS

---

In-State Contract Prison Beds

CACF (Florence) [GEO]  
Florence West RTC [GEO]  
Florence West DWI [GEO]  
Phoenix West DWI [GEO]  
Kingman [MTC]  
Marana [MTC]  
Navajo County Jail

Out-of-State Contract Prison/Provisional Beds

Diamondback (Watonga, OK) [CCA]  
Huerfano (Walsenburg, CO) [CCA]  
Great Plains (Hinton, OK) [Cornell]

## **Introduction**

The Arizona Department of Corrections (Department) publishes the Operating Per Capita Cost Report with the intent to analyze expenditures for the incarceration of inmates sentenced to the Department including felons who have been released and are monitored under community supervision. This report forms the basis for cost comparisons done by the Department, including the cost comparisons for existing beds and the evaluation of new private prison bed contract proposals. The most recent published report is for Fiscal Year (FY) 2010 and can be found at the link provided below:

[http://www.azcorrections.gov/adcreports/ADC\\_FY2010\\_PerCapitaRep.pdf](http://www.azcorrections.gov/adcreports/ADC_FY2010_PerCapitaRep.pdf)

A.R.S. § 41-1609.01 (L) requires that the “department of corrections conduct a cost comparison of executed privatization contracts once every five years for each contract.” Pursuant to A.R.S. § 41-1609.01 (M) the Department is also required to submit the most recent cost comparison for contractors who exclusively contract with the department to the Joint Legislative Budget Committee for review. Although the report is required only once every five years the Department publishes the comparison annually.

A.R.S. § 41-1609.01 (G) requires that “a proposal shall not be accepted unless the proposal offers cost savings to this state. Cost savings shall be determined based upon the standard cost comparison model for privatization established by the director.” This particular statute is relevant in the evaluation of new private beds and the Operating Per Capita Cost Report forms the basis for the standard cost comparison model.

### **Operating Per Capita Cost Report History**

The Department has provided average daily costs annually for state prisons since FY 1983 and included Private Prisons beginning in FY 1995. The report has been prepared annually by Department staff with the exception of FY 2005 through FY 2007 when it was prepared by a contracted vendor.

In June 2009 the Department determined the requirements of the contract could be performed in-house and chose not to renew the contract that ended on November 28, 2008. The decision to complete the report internally provided the Department with the opportunity to utilize its knowledge and expertise of prison operations and allocation of costs. It also gave the Department the ability to more fully understand and identify areas where differences in functions exist between state and private prisons in an attempt to improve the comparative analysis. Where identifiable, the costs for functions that are not performed by contractors are excluded from the operating costs of state prisons for the cost comparison portion of the report.

State vs. private cost comparisons are inherently complex due to the many differences in operating requirements, such as inmate custody level and population requirements; medical, mental health and dental care limitations; land and building financing and cost; age of prison and infrastructure; and programming requirements. Thus, a *perfect* cost comparison is impossible to achieve.

However, it is the intent of the Department to continually review and improve the analysis and allocation of prison operational functions and costs in an effort to provide policymakers with the most accurate and up-to-date per diem costs of both state and private prison operators.

**Section I: State and Private Contract Prison Cost Comparison**

Section I provides a cost comparison between state operated beds and contracted prison beds for minimum and medium custody inmates as required every five years by A.R.S. § 41-1609.01 (L)(M).

The comparison identifies and adjusts expenses for several functions provided by the state that are not provided by contracted prisons. This section includes three adjustments necessary to provide a more accurate cost comparison between state-operated and contracted prison beds: medical cost adjustment, inmate management functions adjustment, and depreciation. These adjustments are explained in detail on page 2 of the FY 2010 Operating Per Capita Cost Report.

The adjusted costs, contained in the FY 2010 ADC Operating Per Capita Cost Report (shown below), provide the best possible cost comparison between state and contract beds for both minimum and medium custody inmates in FY 2010.

	FY 2010	
	State Beds	Contract Beds
Minimum Custody	\$46.59	\$46.56
Medium Custody	\$48.42	\$53.02

**Section II: Inmate Management Functions**

Section II identifies and compares inmate management functions that may be provided by state and/or contract bed providers, as well as medical, mental health and dental contract exclusions and restrictions. The section also identifies other inmate placement limitations for contract prison bed providers. The information is provided to clarify the differences in inmate placement for contract beds, as opposed to state prisons, which cannot exclude inmates sentenced to the Department regardless of custody level, sentenced offense or health status.

Additional information can be found on the operational functions and inmate placement requirements of state and private prisons on the following pages of the FY 2010 Operating Per Capita Cost Report:

- Pages 6-8 include a comparison of state and contract prison functions.
- Pages 9-10 describe the medical criteria an inmate must meet to be able to be transferred into a private prison.
- Pages 11-13 identify the criteria used by the ADC and private contract vendors in the placement of ADC inmates in private facilities.

### **Section III: FY 2010 Per Capita Costs**

Section III contains the detailed cost identification and assignment by prison complex, prison unit, contract prison bed provider, custody level, community supervision and other expenses. The cost assignment and adjustment methodologies for calculating the unadjusted and adjusted per diem costs are identified and explained.

The model is prepared using actual expenditures for appropriated funds as reported in the Arizona Financial Information System (the state's accounting system), which includes payments made to, and on behalf of private prison vendors. The costs used in the analysis include all elements of salary and employee related expenditures (including employee and employer pension costs and health insurance costs), all other operating expenses (including travel, utilities, inmate food, per diem payment for private prison operators, etc.) and equipment (capital and non-capital).

The process of allocating expenses to both state and private prison bed vendors is based on a combination of direct expenditures and a defined methodology of indirect expenditures, based on criteria such as Average Daily Population (ADP), Full Time Equivalent (FTE) positions, vehicle fleet assignments, etc. (For a more complete explanation of the report methodology please refer to pages 16-18.)

Expenses for facilities that were open for only a portion of the fiscal year, one-time expenses, non-prison related expenses and highly specialized functions are excluded from the calculations and are identified separately on pages 19 and 20 of the report.

The cost comparison model identifies, wherever possible, all direct and overhead costs for both state and private beds. In this process, functions are identified which are provided by the Department that benefit both state run prisons and private bed contractors. If a cost for these services can be identified they are allocated appropriately to both state and private bed contractors. If the cost of these services cannot be quantified, the Department assumes the financial burden in the Per Capita Report which reduces the private beds per capita costs.

### **Section IV: Historical Costs**

Section IV is comprised of the history of prior per capita cost reports by cost center categories, custody levels and other criteria.

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This section provides cost comparisons between state operated prison complexes and contracted prison beds for minimum and medium custody inmates.	
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This section identifies inmate management functions that are provided by and paid for by the state but are not provided by the private contractors. This inequity increases the state per capita cost which in comparison, artificially lowers the private bed cost.	
This section also identifies medical and other contractual criteria used by private contractors in accepting inmates.	
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- Contract Medical, Mental Health and Dental Criteria for Inmate Acceptance.....	9
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This section provides the methodology, summaries and detailed expenditure information used in the development of the FY 2010 Per Capita cost calculations.	
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# SECTION I

## **Section I State and Private Contract Prison Cost Comparison**

This section provides cost comparisons between state operated prison complexes and contracted prison beds for minimum and medium custody inmates.

- Cost Comparison Methodology of State and Contract Prison Beds..... 2
- State and Contract Prison Cost Comparisons..... 3

## COST COMPARISON METHODOLOGY OF STATE AND CONTRACT PRISON BEDS

The following steps have been developed to strive toward improved cost comparisons between state prisons and privately operated contract prison beds.

### UNADJUSTED EXPENSES

The unadjusted expenses reflect the total FY 2010 expenditures through 13th month as reported in the State of Arizona Uniform Statewide Accounting System (USAS) to establish baseline costs prior to adjustments for cost and functions comparisons.

### ADJUSTED EXPENSES FOR COST COMPARISON

The cost comparison is arrived at using the following adjustments to the "Unadjusted Expenses" to provide a more accurate cost comparison between state operated and contracted prison beds.

#### - Medical Cost Adjustment

An inmate health care cost factor is identified and deducted due to the limitations imposed by the private contractors concerning inmates physical and mental health per "Contract Criteria" detailed in Section II of this report. This adjustment is needed because unlike the private contractors, the ADC is required to provide medical and mental health services to inmates regardless of the severity of their condition(s).

Section III identifies the methodology and data used to calculate this factor which was developed by dividing the total expense for inmate health care by the Average Daily Population (ADP) and then by 365 days. The factor includes state inmate related health care expenses plus those paid for inmates returned to state prisons due to an increase of their medical scores that exceeds contractual exclusions as identified in Section II.

The medical expense factor for in-state contract prisons is a weighted average developed using the individual contract fee schedules. Since the contractual inmate cost per day does not identify the medical component of the per diem rate for inmates housed in out-of-state contracted prison beds, these contracts are not included in the cost comparison.

#### - Inmate Management Functions Adjustment

Where identifiable an additional expenditure adjustment is made for functions provided by state prisons that are not provided by contract prisons. Seven functions with identified costs which have been excluded are:

- Inmate classification and sentenced time computation
- Inmate discharge payments
- Inter-prison inmate transportation
- Kennels - security dogs
- Reception other (not ASPC-Phoenix)
- Wildland fire crews
- Work Incentive Pay Program (WIPP) inmate wages

The "Function Comparison" list detailed in Section II of this report identifies many activities for which the associated costs were not able to be identified or excluded.

#### - Depreciation - State Prison Beds Adjustment

For a better comparison, depreciation of state prison buildings has been added as an expense to the daily prison bed costs since contract bed providers include the costs of financing and depreciation in their daily per diem rates. The depreciation factor is not an actual expense incurred by ADC but is included for a more accurate comparison. (Source of depreciation is the Arizona Department of Administration (ADOA) DAFR9350 report for FY 2010).

**ARIZONA DEPARTMENT OF CORRECTIONS  
STATE AND CONTRACT PRISON COST COMPARISONS**

<b>MINIMUM CUSTODY BEDS</b>						
<b>Description</b>	<b>STATE BEDS</b>			<b>IN-STATE CONTRACT BEDS</b>		
	<b>ADP</b>	<b>TOTAL COSTS</b>	<b>DAILY PER CAPITA COST</b>	<b>ADP</b>	<b>TOTAL COSTS</b>	<b>DAILY PER CAPITA COST</b>
<b>Unadjusted Expenses</b>	<b>10,002</b>	<b>\$ 202,930,185</b>	<b>\$ 55.59</b>	<b>2,979</b>	<b>\$ 58,936,609</b>	<b>\$ 54.20</b>
<b>Medical Cost Adjustment (1)</b>		<b>(34,426,384)</b>	<b>(9.43)</b>		<b>(8,307,239)</b>	<b>(7.64)</b>
<b>Inmate Management Functions Adjustment (2)</b>		<b>(3,575,864)</b>	<b>(0.98)</b>			
<b>Depreciation - State Prison Beds Adjustment (3)</b>		<b>5,147,529</b>	<b>1.41</b>			
<b>Adjusted Expenses for Cost Comparison</b>	<b><u>10,002</u></b>	<b><u>170,075,466</u></b>	<b><u>46.59</u></b>	<b><u>2,979</u></b>	<b><u>50,629,370</u></b>	<b><u>46.56</u></b>

<b>MEDIUM CUSTODY BEDS</b>						
<b>Description</b>	<b>STATE BEDS</b>			<b>IN-STATE CONTRACT BEDS</b>		
	<b>ADP</b>	<b>TOTAL COSTS</b>	<b>DAILY PER CAPITA COST</b>	<b>ADP</b>	<b>TOTAL COSTS</b>	<b>DAILY PER CAPITA COST</b>
<b>Unadjusted Expenses</b>	<b>12,873</b>	<b>272,395,685</b>	<b>57.97</b>	<b>1,648</b>	<b>36,485,529</b>	<b>60.66</b>
<b>Medical Cost Adjustment (1)</b>		<b>(47,362,342)</b>	<b>(10.08)</b>		<b>(4,595,613)</b>	<b>(7.64)</b>
<b>Inmate Management Functions Adjustment (2)</b>		<b>(4,135,094)</b>	<b>(0.88)</b>			
<b>Depreciation - State Prison Beds Adjustment (3)</b>		<b>6,625,089</b>	<b>1.41</b>			
<b>Adjusted Expenses for Cost Comparison</b>	<b><u>12,873</u></b>	<b><u>\$ 227,523,338</u></b>	<b><u>\$ 48.42</u></b>	<b><u>1,648</u></b>	<b><u>\$ 31,889,916</u></b>	<b><u>\$ 53.02</u></b>

<b>ADJUSTMENTS</b>	
<b>(1) Medical Cost Adjustment:</b>	For state beds, inmate health care costs are actual costs which have been identified and excluded due to the limitations imposed by private bed contractors concerning inmates physical and mental health scores and, in some cases, medical cost cap exclusions. The adjustment for private contractors is based on a weighted average developed using the individual contract fee schedules.
<b>(2) Inmate Management Functions Adjustment:</b>	Where identifiable, direct and indirect costs for functions provided by ADC that are not provided by private contractors are excluded from state beds. An enclosed chart identifies those functions, as well as other functions provided by ADC for which costs could not be identified.
<b>(3) Depreciation Adjustment:</b>	State prison buildings depreciation is added as an expense to the daily prison bed costs since contract bed providers include the costs of financing and depreciation in their daily per diem rates. (Source of depreciation is the Arizona Department of Administration)

INMATE MANAGEMENT FUNCTIONS

IS THE FUNCTION PROVIDED BY:

<u>STATE PRISONS</u>	<u>CONTRACT PRISON BEDS</u>
----------------------	-----------------------------

Functions with identified costs used for adjustments for cost comparison:

- Inmate Discharge Payments	Yes	No	
- Inter-Prison Transportation	Yes	No	
- Medical, Dental and Mental Health Treatment	Yes	Contractual Restrictions	(1)
- Reception and Classification	Yes	No	
- Kennels - Security Dogs	Yes	No	
- Work Incentive Pay Programs	Yes	See note	(2)

Functions with unidentified costs:

- Access to ACJIS or NCIC databases, or confidential AIMS screens	Yes	No	(3)
- Background Checks of Visitors, Employees and Contract Vendors	Yes	No	(3)
- Community Supervision and Final Review of Release Packets	Yes	No	(3)
- Criminal Investigations	Yes	No	(3)
- Death Row / Executions	Yes	No	(3)
- Detention Determinations	Yes	ADC must approve	(3)
- Discharge Processing, Payments and Home Release Programs	Yes	No	(3)
- Discipline Determinations	Yes	No	(3)
- Hard Labor and Programming Requirements Compliance	Yes	ADC must approve	(3)
- Reclassification and Movement	Yes	No	(3)
- Time Computation/Release Dates and Credits Calculations	Yes	No	(3)
- Warrants and Due Process Hearings for Executive Clemency	Yes	No	(3)
- Close and Maximum Custody Inmates	Yes	No	
- Constituent Services/Inmate Family and Friends	Yes	No	
- Coordination with County Attorneys under Arizona's Sexually Violent Persons Statutes	Yes	No	
- Criminal Aliens Processing with ICE	Yes	Diamondback Only	
- "Do Not House With" Determinations	Yes	No	
- Earned Incentive Program	Yes	In-State Only	
- Emergency Escorted Visits	Yes	In-State Only	
- Fugitive Apprehension	Yes	No	
- Interstate Compact Processing/Determinations	Yes	No	
- Minors	Yes	No	
- Protective Segregation Determinations	Yes	No	
- Return of Eligible Foreign Born Inmates to Home Country	Yes	No	
- Revocation Hearings	Yes	No	
- Sex Offender Notification and DNA Testing	Yes	No	
- Sex Offender Treatment Programs	Yes	CACF Only	
- Special Education Services (SPED) up to age 22	Yes	Yes/No	(4)
- Victim Services	Yes	No	

(1) All ADC's private contractors have contractual restrictions for medical (M) and mental health (MH) services based either on an inmates M/MH score, or a medical cost cap, which result in lower costs for the contractors. ADC must provide services to all inmates regardless of their medical condition(s) or M/MH scores.

(2) Contractors manage work programs as approved by ADC, however inmate wages (WIPP) are paid by ADC and are not included in contractors per diem rates.

(3) Per Arizona statutes, certain functions cannot be delegated. Other functions may be performed by Contractors, but only with ADC approval. (A.R.S. 41-1604, 41-1609.01 and 41-1750).

(4) Kingman staff indicated an inability to hire SPED qualified teachers, which prohibited placement of inmates with SPED needs during this period. Verbal discussions with Great Plains and Diamondback facilities staff also restricted SPED inmates from placement, although contractually allowable.

# SECTION II

## Section II Inmate Management Functions

This section identifies inmate management functions that are provided by and paid for by the state but are not provided by the private contractors. This inequity increases the state per capita cost which in comparison, artificially lowers the private bed cost.

This section also identifies medical and other contractual criteria used by private contractors in accepting inmates.

- Inmate Management Functions.....	6
- Contract Medical, Mental Health and Dental Criteria for Inmate Acceptance.....	9
- Other Placement Criteria Exclusions.....	11

## INMATE MANAGEMENT FUNCTIONS

The following two pages contain a comprehensive list of functions required to run a prison system. Each listed function has a "yes" or "no" to indicate whether it is provided by the state and/or contract bed providers.

- Seven functions have identified costs that have been included in the cost adjustments for comparison between state and contract minimum and medium custody inmates in Section I.
- The costs associated with the remaining functions were not able to be identified separately. This results in these costs being included in the overall expense of inmate management for both state and private contract bed providers as applicable. However, as noted, the state pays for and provides a majority of the inmate management functions which the private contract vendors do not. As a result, the "real" costs for private contract beds are understated in comparison to the reported costs for state beds.

ARIZONA DEPARTMENT OF CORRECTIONS  
INMATE MANAGEMENT FUNCTIONS  
STATE AND CONTRACT PRISON FUNCTION COMPARISON

INMATE MANAGEMENT FUNCTIONS	IS THE FUNCTION PROVIDED BY:			
	STATE PRISONS	IN-STATE CONTRACT PRISONS	OUT-OF-STATE CONTRACT PRISON Great Plains (1)	
<u>Functions with identified costs used for adjustments for cost comparison:</u>				
- Inmate Classification, Reclassification, Sentenced Time Computation, Credits Calculation, and Release Date and Movement Determinations	Yes	No	No	(2)
- Inmate Discharge Payments	Yes	No	No	
- Inter-Prison Transportation	Yes	No	No	
- Kennels - Security Dogs	Yes	No	No	
- Medical, Dental and Mental Health Treatment	Yes	----- Contractual Restrictions -----		(3)
- Reception and Intake Testing and Classification (Other than ASPC-Phoenix)	Yes	No	No	
- Work Incentive Pay Programs	Yes	----- See Note -----		(4)
<u>Functions with unidentified costs:</u>				
- Access to ACJIS or NCIC databases, or confidential AIMS screens	Yes	No	No	(2)
- Background Checks of Visitors, Employees and Contract Vendors	Yes	No	No	(2)
- Community Supervision and final review of Release Packets	Yes	No	No	(2)
- Criminal Investigations	Yes	No	No	(2)
- Death Row / Executions	Yes	No	No	(2)
- Detention Determinations	Yes	----- ADC Must Approve -----		(2)
- Discharge Processing, Payments and Home Release Programs	Yes	No	No	(2)
- Discipline Determinations	Yes	No	No	(2)
- Hard Labor and Programming Requirements Compliance	Yes	----- ADC Must Approve -----		(2)
- Warrants and Due Process Hearings for Executive Clemency	Yes	No	No	(2)
- Close and Maximum Custody Inmates	Yes	No	No	
- Constituent Services/Inmate Family and Friends	Yes	No	No	
- Coordination with County Attorneys under Arizona's Sexually Violent Persons Statutes	Yes	No	No	
- Criminal Aliens Processing with ICE	Yes	No	No	
- "Do Not House With" Determinations	Yes	No	No	
- Earned Incentive Program	Yes	Yes	No	
- Education Programs	Yes	Yes	Yes	
- Emergency Escorted Visits	Yes	Yes	No	
- Fugitive Apprehension	Yes	No	No	

ARIZONA DEPARTMENT OF CORRECTIONS  
INMATE MANAGEMENT FUNCTIONS  
STATE AND CONTRACT PRISON FUNCTION COMPARISON

INMATE MANAGEMENT FUNCTIONS (Continued)	IS THE FUNCTION PROVIDED BY:		
	STATE	IN-STATE	OUT-OF-STATE
	PRISONS	CONTRACT PRISONS	CONTRACT PRISON Great Plains (1)
- Inmate Property and Store	Yes	Yes	Yes
- Inmate Records, including Health Records	Yes	Yes	Yes
- Inmate Trust Accounts	Yes	Yes	Yes
- Interstate Compact Processing/Determinations	Yes	No	No
- Mail Inspection	Yes	Yes	Yes
- Minors	Yes	No	No
- Protective Segregation Determinations	Yes	No	No
- Religious Services	Yes	Yes	Yes
- Restitution	Yes	Yes	Yes
- Return of Eligible Foreign Born Inmates to Home Country	Yes	No	No
- Revocation Hearings	Yes	No	No
- Sex Offender Notification and DNA Testing	Yes	No	No
- Sex Offender Treatment Programs	Yes	CACF Only	No
- Special Education Services up to age 22	Yes	-----	See Note ----- (5)
- Substance Abuse Programs	Yes	Yes	Yes
- Victim Services	Yes	No	No
- Visitation and Visitor Background Checks	Yes	No	No
- Volunteer Services	Yes	Yes	Yes
- Work Programs	Yes	Yes	Yes

- (1) Huerfano and Diamondback facilities were not operational for the entire year, and are not included in this comparison of functions.
- (2) Per Arizona statutes, certain functions cannot be delegated. Other functions may be performed by Contractors, but only with ADC approval. (A.R.S. 41-1604, 41-1609.01 and 41-1750).
- (3) All ADC's private contractors have contractual restrictions for medical (M) and mental health (MH) services based either on an inmates M/MH score, or a medical cost cap, which result in lower costs for the contractors. ADC must provide services to all inmates regardless of their medical condition(s) or M/MH scores.
- (4) Contractors manage work programs as approved by ADC, however inmate wages (WIPP) are paid by ADC and are not included in contractors per diem rates.
- (5) Kingman staff indicated an inability to hire SPED qualified teachers, which prohibited placement of inmates with SPED needs during this period. Verbal discussions with Great Plains facility staff also restricted SPED inmates from placement, although contractually allowable.



CRITERIA USED BY IN-STATE AND OUT-OF-STATE PRISON CONTRACTORS IN PROVIDING  
MEDICAL, MENTAL HEALTH AND DENTAL TREATMENT SERVICES  
MEDICAL AND MENTAL HEALTH SCORES DEFINITIONS

Exclusion criteria for medical, mental health and dental services are identified for each contract vendor on the following page. Medical and mental health scores are defined as:

Medical (M)

- M-5 Severely limited physical capacity and stamina; requires assistance with Activities of Daily Living (ADLs); requires housing in inpatient or assisted living area.
- M-4 Limited physical capacity and stamina; severe physical illness or chronic condition.
- M-3 Restricted physical capacity; requires special housing or reasonable accommodations.
- M-2 Sustained physical capacity consistent with age; stable physical illness or chronic condition; no special requirements.
- M-1 Maximum sustained physical capacity consistent with age; no special requirements.

Mental Health (MH)

- MH-5 Acute Need - Requires placement in a licensed behavioral health treatment facility to receive intensive psychological and psychiatric services. Offender has a recognized need for psychiatric monitoring. Offender has a recognized acute need for mental health treatment and supervision.
- MH-4 High Need - Offender requires specialized placements in a mental health program which provides a highly structured setting and/or has intensive psychological and psychiatric staffing and services. Offender has a recognized need for psychiatric monitoring. Offender has a recognized need for intensive mental health treatment and/or supervision.
- MH-3 Moderate to High Need - Offender requires placement that has regular, full-time psychological and psychiatric staffing and services. Offender has a recognized need, or, there exists current need for MH treatment and/or supervision.  
or:  
Moderate Need - Offender requires placement that has regular, full-time psychological and psychiatric staffing and services. Offender has a recognized need, or, there exists a routine need for MH treatment and/or supervision.
- MH-2 Low Need - Offender does not require placement in a facility that has regular, full-time psychological and psychiatric staffing and services on site. Offender has a history of mental health problems or treatment, but has no current recognized need for psychotropic medication,
- MH-1 No Need - Offender does not require placement in a facility that has regular, full-time psychological and psychiatric staffing and services on site. Offender has no known history of mental health problems or treatment. Offender has no recognized need for psychotropic medication, psychiatric monitoring, or psychological counseling or therapy.

CONTRACT CRITERIA USED BY IN-STATE AND OUT-OF-STATE PRISON CONTRACTORS IN PROVIDING  
MEDICAL, MENTAL HEALTH AND DENTAL TREATMENT SERVICES  
AS OF JUNE 2010

Description	CACF (Florence)	Florence West DUI	Florence West RTC	Kingman Cerbat	Kingman Hualapai	MCCTF (Marana)	Navajo County Jail	Phoenix West
Inmate Capacity	1,200	500	250	2,000	1,506	506	48	500
Health Services Provider	PNA	PNA	PNA	PNA	PNA	MTC	County	PNA
Location	Florence, AZ	Florence, AZ	Florence, AZ	Kingman, AZ	Kingman, AZ	Marana, AZ	Holbrook, AZ	Phoenix, AZ
Medical (M) Score	M - 4	M - 4	M - 3	M - 3	M - 3	M - 3	M - 3	M - 4
Mental Health (MH) Score	MH - 3	MH - 3	MH - 3	MH - 3	MH - 3	MH - 2 (MH-3 w/approval)	MH - 2	MH - 3
Nursing Hours	24/7	24/7	24/7	24/7	24/7	24/7	24/7	24/7
Medical Staffing	Physician & Mid- Level Provider	Physician & Mid- Level Provider	Physician & Mid- Level Provider	Physician & Mid- Level Provider	Physician & Mid- Level Provider	Physician	ASPC-Winslow	Physician & Mid- Level Provider
On-site Dental	Full	Full	Full	Full	Full	Full	Extractions only	Full
Mental Health Staffing	Psychologist	Psychologist	Psychologist	Psychologist	Psychologist	Psychologist	Crisis intervention	Psychologist
Seriously Mentally Ill (SMI)	Stable only	Stable only	None	Stable only	Stable only	Stable only	None	Stable only
Psychiatry	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes
Medical Observation Beds	3 beds	None	None	5 beds	5 beds	None	3 beds	None
Formulary	ADC	ADC	ADC	ADC	ADC	ADC	Non-ADC	PNA
Hospital Primary	MIHS or SMH	MIHS or SMH	MIHS or SMH	Kingman Regional	Kingman Regional	SMH	Winslow, AZ hospital	MIHS
Hospital Secondary	As above	As above	As above	MIHS	MIHS	SMH	Flagstaff, AZ hospital	MIHS
Lab	Contract	Contract	Contract	Contract	Contract	Contract	ASPC-W	Contract
X-ray	On-site	On-site	On-site	On-site	On-site	On-site	ASPC-W	On-site
Pharmacy Services	CorrectRx	CorrectRx	CorrectRx	CorrectRx	CorrectRx	CorrectRx	ASPC-W	CorrectRx
Insullin Dependent Diabetics	Yes	Yes	No	Yes	Yes	Yes	No	Yes
ADA	Full	Full	Full	Full	Full	Full	No Wheelchairs	Full
High Cost	No cap	No cap	No cap	No cap	No cap	\$10,000 cap	ADC full pay	\$10,000 cap
Accreditation	NCCHC	None	None	NCCHC	NCCHC	ACA	None	ACA
Unit Dose Medications	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Chronic Conditions	All	All	None	All	All	All	None	All
Corridor Facility Status	Yes	Yes	Yes	No	No	Yes	No	Yes

(1) When M and MH scores are exceeded, ADC pays for services until medical stability is achieved and the inmates are returned to ADC.

(2) MIHS and SMH terminated contract services for ADC inmates in November 2009 due to legislation passed that required ADC to obtain AHCCCS rates.

For the remainder of the fiscal year ADC provided medical services using temporary emergency contracts and sending inmates to nearest emergency rooms.

(3) In contracts where "No cap" is identified but medical costs become excessive, ADC accepts the return of inmates on a case by case basis.

(4) Corridor Facility Status indicates close proximity to major hospital and medical professional services.

OTHER PLACEMENT CRITERIA EXCLUSIONS  
BEYOND MEDICAL, MENTAL HEALTH AND DENTAL CONTRACT EXCLUSIONS

The following two pages identify the criteria used by the private contract vendors in the acceptance of ADC inmates.

OTHER PLACEMENT CRITERIA EXCLUSIONS  
BEYOND MEDICAL, MENTAL HEALTH AND DENTAL CONTRACT EXCLUSIONS

Central Arizona Correctional Facility [GEO]

- Originally accepted medium custody sex offender inmates who were convicted or arrested for a felony sex offense or other felony where a sex act occurred - current or prior offense.
- As of May 2009, criteria changed to medium custody sex offenders convicted of a felony sex offense or other felony offense where a sex act occurred - current offense only.

Florence West DWI [GEO]

- No inmates with a higher than minimum custody level.

Florence West RTC [GEO]

- No inmates with a higher than minimum custody level.
- No inmates who are returned to custody with new conviction(s), or active warrants or an active detainer for tried/untried felonies.
- No inmates who have specified chronic medical conditions.

Great Plains (Hinton, OK) [Cornell]

- No Murder 1 convictions.
- No inmate with a disciplinary violation or court conviction of escape from a secure perimeter
- No sex offender inmates (no history of felony sex offense convictions or arrests, other felony offenses where a sex act occurred, or misdemeanor related sex offenses).
- No "Do Not House With" inmates.
- No inmates in need of Special Education (SPED).
- No inmates with a pattern of violence which is described as multiple disciplinary or court convictions for fighting within a ten year period.
- Certain inmates suspected of Security Threat Group (STG) affiliation.
- No inmate with a disciplinary conviction for rioting, staff assault or assault on another inmate (with or without weapon).

OTHER PLACEMENT CRITERIA EXCLUSIONS  
BEYOND MEDICAL, MENTAL HEALTH AND DENTAL CONTRACT EXCLUSIONS

Kingman [MTC]

- No offender with a higher than minimum or medium custody level, inclusive of overrides.
- No "Do Not House With" offenders.
- No offenders in need of Special Education (SPED).
- No inmates who are within two years of release and who must register as a sex offender.

**Effective September 21, 2010, after three felons escaped on July 30, 2010, the placement exclusions for Kingman changed to the following:**

Minimum Custody:

- No current or prior convictions for murder or attempted murder.
- No inmates with a history of escape or attempted escape from a secure perimeter.
- No inmates with more than five years to serve.

Medium Custody:

- No inmates with life sentences (including sentences of 25 years to life).
- No current or prior convictions for murder or attempted murder, including 1st and 2nd degree murder.
- No inmates with an escape history from a secure perimeter within the last ten years.
- No inmates with more than 20 years to serve.

Marana [MTC]

- No inmates higher than minimum custody level.
- No inmates who have a history of, or current convictions for, Felony Class 2 or 3 property offenses with specific exclusions.
- No inmates with a history of Felony convictions for violent offenses involving threat of violence or actual violence.
- No inmates with a history of sex offense arrests or convictions, or child related offenses (other than child abuse convictions for neglect when such neglect was the direct result of the inmate's substance abuse problem).
- No inmates with more than five years remaining prior to the earliest possible release date.
- No inmates with pending disciplinary actions or history of validated STG involvement.
- No Alcohol/Drug Abuse Treatment Needs Scores lower than A/D-2.

Phoenix West DWI [GEO]

- No inmates higher than minimum custody level.
- No inmates with Sex Offense Status Codes of A, B, C or D.

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# SECTION III

## Section III FY 2010 Per Capita Costs

This section provides the methodology, summaries and detailed expenditure information used in the development of the FY 2010 Per Capita cost calculations.

- Methodology..... 16
- Indirect Cost Allocation..... 18
- Expenditure Summary..... 19
- Adjustments for Cost Comparison Detail..... 21
- State Prison Expenditures by Prison Unit..... 24
- State Prison Minimum Custody Unit Expenditures..... 26
- State Prison Medium Custody Unit Expenditures..... 27
- State Prison Close Custody Unit Expenditures..... 28
- State Prison Maximum Custody Unit Expenditures..... 29

## METHODOLOGY

### **UNADJUSTED DAILY PER CAPITA:**

This "Operating Per Capita Cost Report" provides the average daily cost incurred by the ADC to incarcerate inmates within the state operated prisons, and in- and out-of-state contract prison beds, and to monitor parolees through community supervision. The report includes all ADC costs, not just housing related costs.

The report provides information on the ADP of all inmates sentenced to the ADC housed within the state and contract prison beds and parolees in community supervision. The ADP is developed using the grand total of inmates, which includes both inside and outside inmate counts obtained from the ADC's daily "Institutional Capacity & Committed Population" reports. The ADP for FY 2010 has been developed based on 365 days. The FY 2010 began on July 1, 2009, and ended on June 30, 2010.

Financial information contained in this report was obtained from the ADC's expenditure data as reported in the USAS for 13th month expenditures (the state's accounting system's technical end of the FY). Actual direct and allocated expenses are identified for all state prison units, contract prison bed units and community supervision. Expenditures that are not assigned directly to prison units through the USAS, such as operations support, are analyzed and allocated to prison units as either direct or indirect expenditures. The allocation methodology is outlined on the following page. Expenses for facilities that were open for only a portion of the fiscal year, one-time expenses, non-prison related expenses and highly specialized functions are identified separately.

The following expenditures have been excluded from allocation to state prisons, contract prison beds and community supervision.

- Lease purchase payments.
- One-time costs for capital equipment.
- County jails - inmates sentenced to ADC housed in county jails pending transport to ADC reception.
- ASPC-Phoenix expenses include specialized mental health units (Aspen, Flamenco and B-Ward), and Inmate Worker, and the Alhambra Reception units. These costs could not be accurately separated due to the accounting structure in place at that time.
- State and Private Contractor prison beds that were not open for the entire year (partial year units).



## METHODOLOGY (Continued)

### **ADJUSTED DAILY PER CAPITA:**

The "Adjusted Cost Comparison" is arrived at using the following adjustments to the "Unadjusted Expenses" to provide a more accurate cost comparison between state operated and privately operated prison beds.

- Medical Cost Adjustment

An inmate health care cost factor is identified and deducted due to the limitations imposed by the private contractors concerning inmates physical and mental health per "Contract Criteria" detailed in Section II of this report. This adjustment is needed because unlike the private contractors, the ADC is required to provide medical and mental health services to inmates regardless of the severity of their condition(s).

- Inmate Management Functions Adjustment

Where identifiable an additional expenditure adjustment is made for functions provided by state prisons that are not provided by contract prisons. Seven functions with identified costs which have been excluded are:

- Inmate classification and sentenced time computation
- Inmate discharge payments
- Inter-prison inmate transportation
- Kennels - security dogs
- Reception other (not ASPC-Phoenix)
- Wildland fire crews
- WIPP inmate wages

The "Function Comparison" list detailed in Section II of this report identifies many activities for which the associated costs were not able to be identified or excluded.

- Depreciation - State Prison Beds Adjustment

For a better comparison, depreciation of state prison buildings has been added as an expense to the daily prison bed costs since contract bed providers include the costs of financing and depreciation in their daily per diem rates. The depreciation factor is not an actual expense incurred by ADC but is included for a more accurate comparison. (Source of depreciation is the ADOA DAFR9350 report for FY 2010).

APPROPRIATED FUNDS  
INDIRECT COST ALLOCATION

<u>INDIRECT OPERATIONS SUPPORT EXPENSES</u>	<u>COST ALLOCATION METHOD</u>	<u>OPERATIONS SUPPORT EXPENSES ALLOCATED TO:</u>		
		<u>STATE PRISONS</u>	<u>COMMUNITY CORRECTIONS</u>	<u>CONTRACT PRISON BEDS</u>
Office of the Director	ADP	Yes	Yes	Yes
Inspector General	ADP	Yes	Yes	Yes
Health Services Oversight	ADP	Yes	No	Yes
Volunteer and Religious Services Oversight	ADP	Yes	No	No
Radio Communications	ADP	Yes	No	No
Offender Operations Oversight	ADP	Yes	Yes	Yes
Contract Prison Monitoring	ADP	No	No	Yes
County Jails (pending intake)	ADP	Yes	Yes	Yes
Support Services Oversight (Inmate Programs)	ADP	Yes	No	No
Administrative and Support Services:				
Vehicle Fleet	Vehicles	Yes	Yes	Yes
Engineering and Facilities	ADP	Yes	No	No
Human Services	FTE	Yes	Yes	Yes
Other Administrative Services	ADP	Yes	Yes	Yes
Planning, Budget and Research	ADP	Yes	Yes	Yes
Staff Training	FTE	Yes	Yes	Yes
Correctional Officer Training	ADP	Yes	No	No

<p>FTE = Full Time Equivalent Position ADP = Average Daily Population</p>
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ARIZONA DEPARTMENT OF CORRECTIONS  
 APPROPRIATED FUNDS  
 EXPENDITURE SUMMARY - Part One of Two

OPERATIONS	Custody	ADP	UNIT DIRECT	COMPLEX DIRECT	TOTAL DIRECT	TOTAL INDIRECT	TOTAL EXPENSE	ANNUAL PER CAPITA			UNADJUSTED DAILY PER CAPITA	ADJUSTED DAILY PER CAPITA (4)
								DIRECT	INDIRECT	TOTAL		
<b>STATE PRISONS:</b>												
ASPC-Douglas		2,480	\$ 40,093,897	\$ 9,547,083	\$ 49,640,979	\$ 2,593,061	\$ 52,234,040	\$ 20,016.52	\$ 1,045.59	\$ 21,062.11	\$ 57.70	\$ 50.95
ASPC-Eyman		5,222	101,151,330	11,262,706	112,414,036	5,469,499	117,883,536	21,527.01	1,047.40	22,574.40	61.85	53.19
ASPC-Florence		4,385	77,372,542	17,811,009	95,183,551	4,556,186	99,739,737	21,706.63	1,039.04	22,745.66	62.32	53.43
ASPC-Lewis		5,116	77,929,447	21,086,469	99,015,916	5,074,437	104,090,353	19,354.17	991.88	20,346.04	55.74	47.17
ASPC-Perryville		3,486	53,642,925	15,299,404	68,942,328	3,531,207	72,473,535	19,776.92	1,012.97	20,789.88	56.96	45.29
ASPC-Safford		1,854	27,515,023	5,670,800	33,185,823	1,866,743	35,052,566	17,899.58	1,006.87	18,906.45	51.80	44.53
ASPC-Tucson		4,385	91,975,122	16,437,764	108,412,886	4,903,226	113,316,112	24,723.58	1,118.18	25,841.76	70.80	57.04
ASPC-Winslow		1,765	32,927,726	6,887,823	39,815,549	1,931,586	41,747,135	22,558.38	1,094.38	23,652.77	64.80	56.92
ASPC-Yuma		2,350	41,924,565	7,135,087	49,059,651	2,507,772	51,567,423	20,876.45	1,067.14	21,943.58	60.12	52.97
<b>SUBTOTAL STATE PRISONS</b>	<b>All</b>	<b>31,043</b>	<b>544,532,576</b>	<b>111,138,143</b>	<b>655,670,720</b>	<b>32,433,717</b>	<b>688,104,437</b>	<b>21,121.37</b>	<b>1,044.80</b>	<b>22,166.17</b>	<b>60.73</b> (1)	<b>51.39</b>
<b>Partial Year Beds and Specialized Units Excluded from Cost Comparison:</b>												
ASPC-Phoenix		589	28,361,250	5,074,777	33,436,027	1,014,333	34,450,360					(2)
ASPC-Lewis Eagle Point	Min	59	2,922,097	242,862	3,164,959	124,966	3,289,925					(3)
ASPC-Perryville San Carlos	Min	15	1,696,661	65,832	1,762,493	10,452	1,772,945					(3)
ASPC-Tucson St. Mary's Hospital	Max	4	1,639,216	15,104	1,654,319	57,396	1,711,716					(3)
ASPC-Tucson Whetstone	Min	15	2,034,154	56,224	2,090,378	14,331	2,104,709					(3)
ASPC-Yuma Cibola	Med	21	1,561,363	63,748	1,625,111	14,277	1,639,388					(3)
ASPC-Yuma La Paz	Min	20	1,223,074	60,712	1,283,787	13,597	1,297,383					(3)
<b>SUBTOTAL STATE PRISON BEDS</b>		<b>723</b>	<b>39,437,814</b>	<b>5,579,260</b>	<b>45,017,074</b>	<b>1,249,351</b>	<b>46,266,425</b>					
<b>TOTAL STATE PRISONS</b>		<b>31,766</b>	<b>583,970,390</b>	<b>116,717,403</b>	<b>700,687,794</b>	<b>33,683,068</b>	<b>734,370,862</b>					

- (1) The State prisons include all custody levels of inmates while contract prison beds include only minimum and/or medium custody levels. State prison costs also include expenses not incurred by contract prisons.
- (2) Specialized units including Inmate Reception and Classification, Testing and High Level Mental Health Treatment.
- (3) Partial year units are excluded because of either start-up or shutdown costs that are not part of the normal costs of operating state or contracted prison beds.
- (4) For a better comparison, depreciation of state prison buildings has been added as an expense to the daily prison bed costs since contract bed providers include the costs of financing and depreciation in their daily per diem rates. The depreciation factor is not an actual expense incurred by ADC but is included for a more accurate comparison. (Source of depreciation is the ADOA DAFR9350 report for FY 2010).

ARIZONA DEPARTMENT OF CORRECTIONS  
APPROPRIATED FUNDS  
EXPENDITURE SUMMARY - Part Two of Two

OPERATIONS	Custody	ADP	UNIT DIRECT	COMPLEX DIRECT	TOTAL DIRECT	TOTAL INDIRECT	TOTAL EXPENSE	ANNUAL PER CAPITA			UNADJUSTED DAILY PER CAPITA
								DIRECT	INDIRECT	TOTAL	
<b>CONTRACT PRISON BEDS:</b>											
<b>IN-STATE CONTRACTS</b>											
CACF	Med	1,263	27,157,104	133,988	27,291,092	684,696	27,975,787	21,608.15	542.12	22,150.27	60.69
Florence West	Min	735	12,794,580	271,040	13,065,620	399,900	13,465,520	17,776.35	544.08	18,320.44	50.19
Kingman	Min	1,255	26,793,761	300,275	27,094,036	681,871	27,775,906	21,588.87	543.32	22,132.19	60.64 (1)
Kingman	Med	385	8,219,602	92,116	8,311,718	209,182	8,520,900	21,588.87	543.32	22,132.19	60.64 (1)
Marana	Min	493	8,578,783	286,912	8,865,696	269,768	9,135,463	17,983.16	547.20	18,530.35	50.77
Phoenix West	Min	496	8,155,414	122,361	8,277,775	270,786	8,548,560	16,689.06	545.94	17,235.00	47.22
<b>TOTAL IN-STATE CONTRACTS</b>		<b>4,627</b>	<b>91,699,244</b>	<b>1,206,692</b>	<b>92,905,936</b>	<b>2,516,202</b>	<b>95,422,138</b>	<b>20,079.09</b>	<b>543.81</b>	<b>20,622.90</b>	<b>56.50</b>
<b>OUT-OF-STATE CONTRACT</b>											
Great Plains	Min	1,284	25,881,834	63,512	25,945,346	695,020	26,640,366	20,206.66	541.29	20,747.95	56.84
Great Plains	Med	487	9,829,192	11,449	9,840,641	263,610	10,104,251	20,206.66	541.29	20,747.95	56.84
<b>TOTAL OUT-OF-STATE CONTRACT</b>		<b>1,771</b>	<b>35,711,026</b>	<b>74,961</b>	<b>35,785,988</b>	<b>958,630</b>	<b>36,744,617</b>	<b>20,206.66</b>	<b>541.29</b>	<b>20,747.95</b>	<b>56.84</b>
<b>SUBTOTAL CONTRACT PRISON BEDS</b>		<b>6,398</b>	<b>127,410,270</b>	<b>1,281,654</b>	<b>128,691,924</b>	<b>3,474,831</b>	<b>132,166,755</b>	<b>20,114.40</b>	<b>543.11</b>	<b>20,657.51</b>	<b>56.60</b>
<b>Partial Year Beds Excluded from Cost Comparison:</b>											
Navajo County Jail	Min/Med	20	373,309	0	373,309	10,790	384,099				
Out-of-State Contract - Diamondback	Min/Med	1,795	39,503,791	350,639	39,854,430	971,472	40,825,901				
Out-of-State Contract - Huerfano	Min/Med	479	11,346,492	138,546	11,485,038	260,625	11,745,663				
<b>SUBTOTAL CONTRACT PRISON BEDS</b>		<b>2,294</b>	<b>51,223,592</b>	<b>489,185</b>	<b>51,712,777</b>	<b>1,242,886</b>	<b>52,955,664</b>				
<b>TOTAL CONTRACT PRISON BEDS</b>		<b>8,692</b>	<b>178,633,862</b>	<b>1,770,839</b>	<b>180,404,701</b>	<b>4,717,718</b>	<b>185,122,418</b>				
<b>TOTAL ADC PRISON ADP</b>		<b>40,458</b>	<b>762,604,253</b>	<b>118,488,242</b>	<b>881,092,495</b>	<b>38,400,785</b>	<b>919,493,280</b>				
<b>COMMUNITY SUPERVISION:</b>		6,644	14,225,723	0	14,225,723	3,590,325	17,816,049	2,141.14	540.39	2,681.52	7.35
<b>TOTAL COMMUNITY SUPERVISION</b>		<b>6,644</b>	<b>14,225,723</b>	<b>0</b>	<b>14,225,723</b>	<b>3,590,325</b>	<b>17,816,049</b>	<b>\$ 2,141.14</b>	<b>\$ 540.39</b>	<b>\$ 2,681.52</b>	<b>\$ 7.35</b>
<b>Accounting Adjustments:</b>											
Lease Purchase Payments			19,912,100	-	19,912,100	-	19,912,100				
One-Time Costs			5,019,125	0	5,019,125	0	5,019,125				
County Jails Pending Transport to ADC			398,451	0	398,451	0	398,451				
<b>TOTAL ACCOUNTING ADJUSTMENTS</b>			<b>25,329,676</b>	<b>0</b>	<b>25,329,676</b>	<b>0</b>	<b>25,329,676</b>				
<b>GRAND TOTAL ADP AND EXPENSES</b>		<b>47,102</b>	<b>802,159,652</b>	<b>118,488,242</b>	<b>920,647,894</b>	<b>41,991,111</b>	<b>962,639,005</b>				(2)

(1) Includes \$2,306,310 administrative adjustment for per diem payments.

(2) Except for footnote (1) on this page, balances to AFIS 13th month reports for appropriated funds with an adjustment of \$50,000,000 to reverse the effect of an expenditure transfer to the Federal Economic Recovery Fund made available through the American Recovery and Reinvestment Act of 2009. The adjustment is made to prevent expenditures being understated by \$50,000,000.

ADJUSTMENTS FOR COST COMPARISON DETAIL

ARIZONA DEPARTMENT OF CORRECTIONS  
APPROPRIATED FUNDS  
ADJUSTMENTS FOR COST COMPARISON

OPERATIONS	ADP	UNIT DIRECT	COMPLEX DIRECT	TOTAL DIRECT	TOTAL INDIRECT	TOTAL EXPENSE	ANNUAL PER CAPITA			UNADJUSTED DAILY PER CAPITA	ADJUSTED DAILY PER CAPITA
							DIRECT	INDIRECT	TOTAL		
<b>STATE PRISONS</b>											
<b>UNADJUSTED STATE PRISONS:</b>											
ASPC-Douglas	2,480	\$ 40,093,897	\$ 9,547,083	\$ 49,640,979	\$ 2,593,061	\$ 52,234,040	\$ 20,016.52	\$ 1,045.59	\$ 21,062.11	\$ 57.70	
ASPC-Eyman	5,222	101,151,330	11,262,706	112,414,036	5,469,499	117,883,536	21,527.01	1,047.40	22,574.40	61.85	
ASPC-Florence	4,385	77,372,542	17,811,009	95,183,551	4,556,186	99,739,737	21,706.63	1,039.04	22,745.66	62.32	
ASPC-Lewis	5,116	77,929,447	21,086,469	99,015,916	5,074,437	104,090,353	19,354.17	991.88	20,346.04	55.74	
ASPC-Perryville	3,486	53,642,925	15,299,404	68,942,328	3,531,207	72,473,535	19,776.92	1,012.97	20,789.88	56.96	
ASPC-Safford	1,854	27,515,023	5,670,800	33,185,823	1,866,743	35,052,566	17,899.58	1,006.87	18,906.45	51.80	
ASPC-Tucson	4,385	91,975,122	16,437,764	108,412,886	4,903,226	113,316,112	24,723.58	1,118.18	25,841.76	70.80	
ASPC-Winslow	1,765	32,927,726	6,887,823	39,815,549	1,931,586	41,747,135	22,558.38	1,094.38	23,652.77	64.80	
ASPC-Yuma	2,350	41,924,565	7,135,087	49,059,651	2,507,772	51,567,423	20,876.45	1,067.14	21,943.58	60.12	
<b>UNADJUSTED TOTAL STATE PRISONS</b>	<b>31,043</b>	<b>544,532,576</b>	<b>111,138,143</b>	<b>655,670,720</b>	<b>32,433,717</b>	<b>688,104,437</b>	<b>21,121.37</b>	<b>1,044.80</b>	<b>22,166.17</b>	<b>60.73</b>	<b>60.73 (1)</b>
<u>Adjustments for Cost Comparison to Contract Prison Beds</u>											
Medical Cost Adjustment:	31,043	(112,225,076)		(112,225,076)		(112,225,076)	(3,615.15)	-	(3,615.15)		(9.90) (2)
Subtotal	31,043	432,307,500	111,138,143	543,445,644	32,433,717	575,879,361	17,506.22	1,044.80	18,551.02		50.82
<u>Inmate Management Functions Adjustments:</u>											
Inmate Classification/Time Comp	31,043	(1,900,045)		(1,900,045)		(1,900,045)	(61.21)	-	(61.21)		(0.17) (3)
Inmate Discharge Payments	31,043	(230,189)		(230,189)		(230,189)	(7.42)	-	(7.42)		(0.02) (4)
Inter-prison Inmate Transportation	31,043	(1,577,580)		(1,577,580)		(1,577,580)	(50.82)	-	(50.82)		(0.14) (5)
Kennels - Security Dogs	31,043	(227,425)		(227,425)		(227,425)	(7.33)	-	(7.33)		(0.02) (6)
Reception Other (not ASPC-Phoenix)	31,043	(210,848)		(210,848)		(210,848)	(6.79)	-	(6.79)		(0.02) (7)
Wildland Fire Crews	31,043	(18,277)		(18,277)		(18,277)	(0.59)	-	(0.59)		(0.00) (8)
WIPP Inmate Wages	31,043	(5,388,911)		(5,388,911)		(5,388,911)	(173.60)	-	(173.60)		(0.48) (9)
Subtotal	31,043	(9,553,273)	-	(9,553,273)	-	(9,553,273)	(307.74)	-	(307.74)		(0.84)
<b>ADJUSTED SUBTOTAL STATE PRISONS (ACTUAL EXPENDITURES)</b>	<b>31,043</b>	<b>422,754,227</b>	<b>111,138,143</b>	<b>533,892,371</b>	<b>32,433,717</b>	<b>566,326,088</b>	<b>17,198.48</b>	<b>1,044.80</b>	<b>18,243.28</b>		<b>49.98 (1)</b>
Depreciation (Buildings):											
											1.41 (10)
<b>ADJUSTED TOTAL STATE PRISONS (FOR COST COMPARISON):</b>											
											<b>51.39</b>
<b>CONTRACT PRISON BEDS</b>											
<b>UNADJUSTED TOTAL IN-STATE CONTRACT PRISON BEDS:</b>											
	4,627	91,699,244	1,206,692	92,905,936	2,516,202	95,422,138	20,079.09	543.81	20,622.90	56.50	56.50
<u>Adjustments for Cost Comparison to State Prisons</u>											
Medical Cost Adjustment	4,627	(12,902,852)	-	(12,902,852)	-	(12,902,852)	(2,788.60)	-	(2,788.60)		(7.64) (11)
<b>ADJUSTED TOTAL IN-STATE CONTRACT PRISON BEDS:</b>	<b>4,627</b>	<b>\$ 78,796,392</b>	<b>\$ 1,206,692</b>	<b>\$ 80,003,084</b>	<b>\$ 2,516,202</b>	<b>\$ 82,519,285</b>	<b>\$ 17,290.49</b>	<b>\$ 543.81</b>	<b>\$ 17,834.30</b>		<b>\$ 48.86 (1)</b>

See following page for footnotes.

ARIZONA DEPARTMENT OF CORRECTIONS  
APPROPRIATED FUNDS  
ADJUSTMENTS FOR COST COMPARISON

FOOTNOTES:

- (1) The state prisons include all custody levels of inmates while contract prison beds include only minimum and/or medium custody levels.
- (2) Inmate health services are disproportionately borne by the ADC due to private prison contract criteria based on medical and mental health scores, or American Disability Act (ADA) categories of inmates and, in some contracts, high cost medical caps.
- (3) Inmate classification, reclassification, sentenced time computation, and release eligibility are functions that can not be performed by any private contractor.
- (4) Inmate(s) discharge processing and payments are performed and paid for by ADC. Processing costs were not able to be identified and were not able to be deducted. However discharge payments made to inmates were identified and deducted.
- (5) ADC provides inmate transportation for all inmates housed in state prisons and in-state contract prisons via major transportation hubs located at the Phoenix, Florence, Tucson and Lewis prison complexes.
- (6) Security dogs and staff time are provided by ADC for both state operated and in- and out-of-state contract prisons contraband inspections.
- (7) Reception costs are provided at ASPC-Tucson and ASPC-Perryville separately from the major reception center at ASPC-Phoenix. Costs are deducted for ASPC-Tucson reception for inmates returning from private prison facilities and for inmates assigned to death row. ASPC-Perryville processes reception for female inmates, however only a small portion of these costs were identified and deducted.
- (8) As a cost saving feature for Arizona, Wildland Fire Crews are provided by state prisons, but are not provided by contract prisons.
- (9) The WIPP payments are provided by ADC to state prison facilities and in- and out-of-state contract prison beds.
- (10) For a better comparison, depreciation of state prison buildings has been added as an expense to the daily prison bed costs since contract bed providers include the costs of financing and depreciation in their daily per diem rates. The depreciation factor is not an actual expense incurred by ADC but is included for a more accurate comparison. (Source of depreciation is the ADOA DAFR9350 report for FY 2010).
- (11) Costs are derived from contract fee schedules where available. Out-of-state contract prisons did not provide fee schedules and are excluded from this calculation.

ARIZONA DEPARTMENT OF CORRECTIONS  
 APPROPRIATED FUNDS  
 STATE PRISON EXPENDITURES BY PRISON UNIT

COMPLEX / UNIT	Custody	ADP	UNIT DIRECT	COMPLEX DIRECT	TOTAL DIRECT	TOTAL INDIRECT	TOTAL EXPENSE	ANNUAL PER CAPITA			UNADJUSTED DAILY PER	ADJUSTED DAILY PER CAPITA
								DIRECT	INDIRECT	TOTAL		
<b>ASPC-DOUGLAS</b>												
Eggers	Min	229	\$ 4,037,389	\$ 881,568	\$ 4,918,957	\$ 244,978	\$ 5,163,935	\$ 21,480.16	\$ 1,069.77	\$ 22,549.93	\$ 61.78	\$ 55.01
Gila	Min	765	10,492,480	2,944,942	13,437,422	743,577	14,180,998	17,565.26	972.00	18,537.25	50.79	44.05
Maricopa	Min	209	3,980,780	804,579	4,785,359	232,727	5,018,087	22,896.46	1,113.53	24,009.98	65.78	58.68
Mohave	Med	1,007	17,128,355	3,876,595	21,004,950	1,092,319	22,097,269	20,858.94	1,084.73	21,943.66	60.12	53.40
Papago	Min	270	4,454,893	1,039,399	5,494,291	279,460	5,773,751	20,349.23	1,035.04	21,384.26	58.59	51.95
Total		2,480	40,093,897	9,547,083	49,640,979	2,593,061	52,234,040	20,016.52	1,045.59	21,062.11	57.70	50.95
<b>ASPC-EYMAN</b>												
Browning	Max	816	19,684,753	1,760,138	21,444,892	974,369	22,419,261	26,280.50	1,194.08	27,474.58	75.27	66.90
Cook	Med	1,322	20,427,913	2,851,004	23,278,917	1,233,758	24,512,674	17,608.86	933.25	18,542.11	50.80	41.68
Meadows	Med	1,214	21,062,611	2,618,197	23,680,808	1,193,633	24,874,441	19,506.43	983.22	20,489.66	56.14	47.59
Rynning	Close	885	17,687,597	1,908,764	19,596,360	934,597	20,530,958	22,142.78	1,056.04	23,198.82	63.56	54.83
SMU I	Max	985	22,288,456	2,124,603	24,413,059	1,133,143	25,546,202	24,784.83	1,150.40	25,935.23	71.06	62.72
Total		5,222	101,151,330	11,262,706	112,414,036	5,469,499	117,883,536	21,527.01	1,047.40	22,574.40	61.85	53.19
<b>ASPC-FLORENCE</b>												
Central	Max	1,147	24,886,645	4,659,063	29,545,708	1,375,151	30,920,859	25,759.12	1,198.91	26,958.03	73.86	65.34
East	Min	714	10,729,395	2,900,089	13,629,484	701,121	14,330,605	19,088.91	981.96	20,070.88	54.99	46.10
Globe	Min	305	6,083,966	1,238,756	7,322,722	217,820	7,540,542	24,008.92	714.16	24,723.09	67.73	56.58
North	Min	1,104	16,564,654	4,484,187	21,048,841	1,100,447	22,149,288	19,065.98	996.78	20,062.76	54.97	46.19
Picacho	Min	185	4,623,903	751,470	5,375,373	230,004	5,605,377	29,056.07	1,243.26	30,299.33	83.01	73.90
South	Med	930	14,483,979	3,777,444	18,261,424	931,643	19,193,067	19,635.94	1,001.77	20,637.71	56.54	47.84
Total		4,385	77,372,542	17,811,009	95,183,551	4,556,186	99,739,737	21,706.63	1,039.04	22,745.66	62.32	53.43
<b>ASPC-LEWIS</b>												
Bachman	Min	842	10,870,814	3,470,801	14,341,614	760,878	15,102,493	17,032.80	903.66	17,936.45	49.14	40.59
Barchey	Med	1,022	13,730,834	4,212,641	17,943,475	952,080	18,895,555	17,557.22	931.59	18,488.80	50.65	42.05
Buckley	Close	702	13,282,216	2,892,979	16,175,195	787,414	16,962,609	23,041.59	1,121.67	24,163.26	66.20	57.61
Morey	Close	921	14,926,428	3,795,891	18,722,319	948,774	19,671,093	20,328.25	1,030.16	21,358.41	58.52	49.97
Rast	Close	376	8,112,782	1,549,371	9,662,152	452,271	10,114,423	25,697.21	1,202.85	26,900.06	73.70	64.82
Stiner	Med	1,161	15,801,320	4,785,556	20,586,875	1,089,500	21,676,376	17,732.02	938.42	18,670.44	51.15	42.64
Sunrise	Min	92	1,205,054	379,231	1,584,284	83,518	1,667,803	17,220.48	907.81	18,128.29	49.67	41.47
Total		5,116	77,929,447	21,086,469	99,015,916	5,074,437	104,090,353	19,354.17	991.88	20,346.04	55.74	47.17
<b>ASPC-PERRYVILLE</b>												
Lumley	Max	227	4,459,832	996,261	5,456,093	261,212	5,717,305	24,035.65	1,150.71	25,186.37	69.00	56.12
Lumley	Close	271	5,184,663	1,189,368	6,374,031	311,843	6,685,874	23,520.41	1,150.71	24,671.12	67.59	56.12
Lumley	Med	218	4,170,688	956,761	5,127,449	250,855	5,378,305	23,520.41	1,150.71	24,671.12	67.59	56.12
Piestewa	Min	256	4,191,546	1,123,536	5,315,082	267,200	5,582,282	20,762.04	1,043.75	21,805.79	59.74	47.91
San Pedro	Min	498	7,456,494	2,185,629	9,642,123	498,402	10,140,525	19,361.69	1,000.81	20,362.50	55.79	44.07
Santa Cruz	Med	992	13,098,172	4,353,703	17,451,874	927,399	18,379,274	17,592.62	934.88	18,527.49	50.76	39.29
Santa Maria	Min	638	9,687,602	2,800,063	12,487,665	646,420	13,134,085	19,573.14	1,013.20	20,586.34	56.40	44.93
Santa Rosa	Min	386	5,393,928	1,694,082	7,088,010	367,876	7,455,885	18,362.72	953.05	19,315.77	52.92	41.04
Total		3,486	\$ 53,642,925	\$ 15,299,404	\$ 68,942,328	\$ 3,531,207	\$ 72,473,535	\$ 19,776.92	\$ 1,012.97	\$ 20,789.88	\$ 56.96	\$ 45.29



ARIZONA DEPARTMENT OF CORRECTIONS  
 APPROPRIATED FUNDS  
 STATE PRISON EXPENDITURES BY PRISON UNIT

COMPLEX / UNIT	Custody	ADP	UNIT DIRECT	COMPLEX DIRECT	TOTAL DIRECT	TOTAL INDIRECT	TOTAL EXPENSE	ANNUAL PER CAPITA			UNADJUSTED DAILY PER	ADJUSTED DAILY PER CAPITA
								DIRECT	INDIRECT	TOTAL		
<b>ASPC-SAFFORD</b>												
Fort Grant	Min	875	\$ 11,581,897	\$ 2,676,345	\$ 14,258,242	\$ 833,792	\$ 15,092,034	\$ 16,295.13	\$ 952.91	\$ 17,248.04	\$ 47.25	\$ 40.16
Graham	Min	648	8,389,308	1,982,024	10,371,332	607,897	10,979,229	16,005.14	938.11	16,943.25	46.42	39.18
Tonto	Med	331	7,543,819	1,012,430	8,556,249	425,054	8,981,303	25,849.69	1,284.15	27,133.85	74.34	66.57
Total		<u>1,854</u>	<u>27,515,023</u>	<u>5,670,800</u>	<u>33,185,823</u>	<u>1,866,743</u>	<u>35,052,566</u>	<u>17,899.58</u>	<u>1,006.87</u>	<u>18,906.45</u>	<u>51.80</u>	<u>44.53</u>
<b>ASPC-TUCSON</b>												
Catalina	Min	342	5,923,813	1,281,943	7,205,756	338,783	7,544,539	21,069.46	990.59	22,060.06	60.44	46.51
Cimarron	Close	375	7,905,210	1,405,741	9,310,951	420,894	9,731,845	24,829.20	1,122.38	25,951.59	71.10	57.37
Cimarron	Med	368	7,757,646	1,379,501	9,137,147	413,037	9,550,184	24,829.20	1,122.38	25,951.59	71.10	57.37
Complex Detention	Max	92	1,221,066	344,827	1,565,893	79,865	1,645,758	17,020.58	868.09	17,888.67	49.01	35.93
Manzanita	Close	54	1,168,676	202,430	1,371,106	61,998	1,433,104	25,390.85	1,148.11	26,538.96	72.71	58.96
Manzanita	Med	472	10,215,096	1,769,385	11,984,481	541,907	12,526,387	25,390.85	1,148.11	26,538.96	72.71	58.96
Minors	Close	101	4,189,248	378,751	4,567,998	179,975	4,747,973	45,227.71	1,781.93	47,009.63	128.79	114.62
Minors	Max	30	1,244,331	112,500	1,356,831	53,458	1,410,289	45,227.71	1,781.93	47,009.63	128.79	114.62
Rincon	Close	526	16,318,592	1,972,117	18,290,709	750,701	19,041,411	34,773.21	1,427.19	36,200.40	99.18	85.33
SACRC	Min	287	5,388,113	1,075,827	6,463,940	305,685	6,769,625	22,522.44	1,065.10	23,587.54	64.62	50.62
Santa Rita	Med	856	15,045,984	3,208,644	18,254,628	866,482	19,121,110	21,325.50	1,012.25	22,337.75	61.20	47.51
Winchester	Med	882	15,597,346	3,306,098	18,903,444	890,443	19,793,888	21,432.48	1,009.57	22,442.05	61.49	47.83
Total		<u>4,385</u>	<u>91,975,122</u>	<u>16,437,764</u>	<u>108,412,886</u>	<u>4,903,226</u>	<u>113,316,112</u>	<u>24,723.58</u>	<u>1,118.18</u>	<u>25,841.76</u>	<u>70.80</u>	<u>57.04</u>
<b>ASPC-WINSLOW</b>												
Apache	Min	354	7,769,765	1,381,669	9,151,434	410,684	9,562,118	25,851.51	1,160.12	27,011.63	74.00	66.11
Coronado	Min	612	8,969,964	2,387,658	11,357,623	596,042	11,953,665	18,558.21	973.92	19,532.13	53.51	45.66
Kaibab	Close	329	6,665,646	1,284,086	7,949,732	380,825	8,330,557	24,163.32	1,157.52	25,320.84	69.37	61.47
Kaibab	Med	470	9,522,351	1,834,409	11,356,760	544,035	11,900,795	24,163.32	1,157.52	25,320.84	69.37	61.47
Total		<u>1,765</u>	<u>32,927,726</u>	<u>6,887,823</u>	<u>39,815,549</u>	<u>1,931,586</u>	<u>41,747,135</u>	<u>22,558.38</u>	<u>1,094.38</u>	<u>23,652.77</u>	<u>64.80</u>	<u>56.92</u>
<b>ASPC-YUMA</b>												
Cheyenne	Med	1,154	19,537,901	3,503,742	23,041,643	1,204,749	24,246,391	19,966.76	1,043.98	21,010.74	57.56	50.54
Cocopah	Min	391	6,590,921	1,187,139	7,778,060	405,260	8,183,320	19,892.74	1,036.47	20,929.21	57.34	49.89
Dakota	Close	331	6,494,896	1,005,009	7,499,904	369,142	7,869,047	22,658.32	1,115.23	23,773.55	65.13	57.96
Dakota	Med	474	9,300,847	1,439,197	10,740,044	528,620	11,268,665	22,658.32	1,115.23	23,773.55	65.13	57.96
Total		<u>2,350</u>	<u>41,924,565</u>	<u>7,135,087</u>	<u>49,059,651</u>	<u>2,507,772</u>	<u>51,567,423</u>	<u>20,876.45</u>	<u>1,067.14</u>	<u>21,943.58</u>	<u>60.12</u>	<u>52.97</u>
Grand Total		<u>31,043</u>	<u>\$ 544,532,576</u>	<u>\$ 111,138,143</u>	<u>\$ 655,670,720</u>	<u>\$ 32,433,717</u>	<u>\$ 688,104,437</u>	<u>\$ 21,121.37</u>	<u>\$ 1,044.80</u>	<u>\$ 22,166.17</u>	<u>\$ 60.73</u>	<u>\$ 51.39</u>

ARIZONA DEPARTMENT OF CORRECTIONS  
APPROPRIATED FUNDS  
MINIMUM CUSTODY PRISON UNITS

COMPLEX / UNIT	Custody	ADP	UNIT DIRECT	COMPLEX DIRECT	TOTAL DIRECT	TOTAL INDIRECT	TOTAL EXPENSE	ANNUAL PER CAPITA			UNADJUSTED DAILY PER	ADJUSTED DAILY PER CAPITA
								DIRECT	INDIRECT	TOTAL		
<b>ASPC-DOUGLAS</b>												
Eggers	Min	229	\$ 4,037,389	\$ 881,568	\$ 4,918,957	\$ 244,978	\$ 5,163,935	\$ 21,480.16	\$ 1,069.77	\$ 22,549.93	\$ 61.78	\$ 55.01
Gila	Min	765	10,492,480	2,944,942	13,437,422	743,577	14,180,998	17,565.26	972.00	18,537.25	50.79	44.05
Maricopa	Min	209	3,980,780	804,579	4,785,359	232,727	5,018,087	22,896.46	1,113.53	24,009.98	65.78	58.68
Papago	Min	270	4,454,893	1,039,399	5,494,291	279,460	5,773,751	20,349.23	1,035.04	21,384.26	58.59	51.95
Total		<u>1,473</u>	<u>22,965,542</u>	<u>5,670,488</u>	<u>28,636,029</u>	<u>1,500,741</u>	<u>30,136,771</u>	<u>19,440.62</u>	<u>1,018.83</u>	<u>20,459.45</u>	<u>56.05</u>	<u>49.27</u>
<b>ASPC-FLORENCE</b>												
East	Min	714	10,729,395	2,900,089	13,629,484	701,121	14,330,605	19,088.91	981.96	20,070.88	54.99	46.10
Globe	Min	305	6,083,966	1,238,756	7,322,722	217,820	7,540,542	24,008.92	714.16	24,723.09	67.73	56.58
North	Min	1,104	16,564,654	4,484,187	21,048,841	1,100,447	22,149,288	19,065.98	996.78	20,062.76	54.97	46.19
Picacho	Min	185	4,623,903	751,470	5,375,373	230,004	5,605,377	29,056.07	1,243.26	30,299.33	83.01	73.90
Total		<u>2,308</u>	<u>38,001,918</u>	<u>9,374,502</u>	<u>47,376,419</u>	<u>2,249,392</u>	<u>49,625,811</u>	<u>20,527.04</u>	<u>974.61</u>	<u>21,501.65</u>	<u>58.91</u>	<u>49.76</u>
<b>ASPC-LEWIS</b>												
Bachman	Min	842	10,870,814	3,470,801	14,341,614	760,878	15,102,493	17,032.80	903.66	17,936.45	49.14	40.59
Sunrise	Min	92	1,205,054	379,231	1,584,284	83,518	1,667,803	17,220.48	907.81	18,128.29	49.67	41.47
Total		<u>934</u>	<u>12,075,868</u>	<u>3,850,031</u>	<u>15,925,899</u>	<u>844,397</u>	<u>16,770,296</u>	<u>17,051.28</u>	<u>904.06</u>	<u>17,955.35</u>	<u>49.19</u>	<u>40.68</u>
<b>ASPC-PERRYVILLE</b>												
Piestewa	Min	256	4,191,546	1,123,536	5,315,082	267,200	5,582,282	20,762.04	1,043.75	21,805.79	59.74	47.91
San Pedro	Min	498	7,456,494	2,185,629	9,642,123	498,402	10,140,525	19,361.69	1,000.81	20,362.50	55.79	44.07
Santa Maria	Min	638	9,687,602	2,800,063	12,487,665	646,420	13,134,085	19,573.14	1,013.20	20,586.34	56.40	44.93
Santa Rosa	Min	386	5,393,928	1,694,082	7,088,010	367,876	7,455,885	18,362.72	953.05	19,315.77	52.92	41.04
Total		<u>1,778</u>	<u>26,729,570</u>	<u>7,803,310</u>	<u>34,532,880</u>	<u>1,779,897</u>	<u>36,312,777</u>	<u>19,422.32</u>	<u>1,001.07</u>	<u>20,423.38</u>	<u>55.95</u>	<u>44.28</u>
<b>ASPC-SAFFORD</b>												
Fort Grant	Min	875	11,581,897	2,676,345	14,258,242	833,792	15,092,034	16,295.13	952.91	17,248.04	47.25	40.16
Graham	Min	648	8,389,308	1,982,024	10,371,332	607,897	10,979,229	16,005.14	938.11	16,943.25	46.42	39.18
Total		<u>1,523</u>	<u>19,971,205</u>	<u>4,658,370</u>	<u>24,629,574</u>	<u>1,441,689</u>	<u>26,071,263</u>	<u>16,171.75</u>	<u>946.61</u>	<u>17,118.36</u>	<u>46.90</u>	<u>39.74</u>
<b>ASPC-TUCSON</b>												
Catalina	Min	342	5,923,813	1,281,943	7,205,756	338,783	7,544,539	21,069.46	990.59	22,060.06	60.44	46.51
SACRC	Min	287	5,388,113	1,075,827	6,463,940	305,685	6,769,625	22,522.44	1,065.10	23,587.54	64.62	50.62
Total		<u>629</u>	<u>11,311,926</u>	<u>2,357,770</u>	<u>13,669,696</u>	<u>644,468</u>	<u>14,314,164</u>	<u>21,732.43</u>	<u>1,024.59</u>	<u>22,757.02</u>	<u>62.35</u>	<u>48.39</u>
<b>ASPC-WINSLOW</b>												
Apache	Min	354	7,769,765	1,381,669	9,151,434	410,684	9,562,118	25,851.51	1,160.12	27,011.63	74.00	66.11
Coronado	Min	612	8,969,964	2,387,658	11,357,623	596,042	11,953,665	18,558.21	973.92	19,532.13	53.51	45.66
Total		<u>966</u>	<u>16,739,729</u>	<u>3,769,327</u>	<u>20,509,056</u>	<u>1,006,726</u>	<u>21,515,783</u>	<u>21,230.91</u>	<u>1,042.16</u>	<u>22,273.07</u>	<u>61.02</u>	<u>53.16</u>
<b>ASPC-YUMA</b>												
Cocopah	Min	391	6,590,921	1,187,139	7,778,060	405,260	8,183,320	19,892.74	1,036.47	20,929.21	57.34	49.89
Total		<u>391</u>	<u>6,590,921</u>	<u>1,187,139</u>	<u>7,778,060</u>	<u>405,260</u>	<u>8,183,320</u>	<u>19,892.74</u>	<u>1,036.47</u>	<u>20,929.21</u>	<u>57.34</u>	<u>49.89</u>
Grand Total		<u>10,002</u>	<u>\$ 154,386,678</u>	<u>\$ 38,670,936</u>	<u>\$ 193,057,614</u>	<u>\$ 9,872,571</u>	<u>\$ 202,930,185</u>	<u>\$ 19,301.90</u>	<u>\$ 987.06</u>	<u>\$ 20,288.96</u>	<u>\$ 55.59</u>	<u>\$ 46.59</u>

ARIZONA DEPARTMENT OF CORRECTIONS  
APPROPRIATED FUNDS  
MEDIUM CUSTODY PRISON UNITS

COMPLEX / UNIT	Custody	ADP	UNIT DIRECT	COMPLEX DIRECT	TOTAL DIRECT	TOTAL INDIRECT	TOTAL EXPENSE	ANNUAL PER CAPITA			UNADJUSTED DAILY PER	ADJUSTED DAILY PER CAPITA
								DIRECT	INDIRECT	TOTAL		
ASPC-DOUGLAS												
Mohave	Med	1,007	\$ 17,128,355	\$ 3,876,595	\$ 21,004,950	\$ 1,092,319	\$ 22,097,269	\$ 20,858.94	\$ 1,084.73	\$ 21,943.66	\$ 60.12	\$ 53.40
Total		1,007	17,128,355	3,876,595	21,004,950	1,092,319	22,097,269	20,858.94	1,084.73	21,943.66	60.12	53.40
ASPC-EYMAN												
Cook	Med	1,322	20,427,913	2,851,004	23,278,917	1,233,758	24,512,674	17,608.86	933.25	18,542.11	50.80	41.68
Meadows	Med	1,214	21,062,611	2,618,197	23,680,808	1,193,633	24,874,441	19,506.43	983.22	20,489.66	56.14	47.59
Total		2,536	41,490,524	5,469,201	46,959,725	2,427,390	49,387,116	18,517.24	957.17	19,474.41	53.35	44.51
ASPC-FLORENCE												
South	Med	930	14,483,979	3,777,444	18,261,424	931,643	19,193,067	19,635.94	1,001.77	20,637.71	56.54	47.84
Total		930	14,483,979	3,777,444	18,261,424	931,643	19,193,067	19,635.94	1,001.77	20,637.71	56.54	47.84
ASPC-LEWIS												
Barchey	Med	1,022	13,730,834	4,212,641	17,943,475	952,080	18,895,555	17,557.22	931.59	18,488.80	50.65	42.05
Stiner	Med	1,161	15,801,320	4,785,556	20,586,875	1,089,500	21,676,376	17,732.02	938.42	18,670.44	51.15	42.64
Total		2,183	29,532,154	8,998,197	38,530,351	2,041,580	40,571,931	17,650.18	935.22	18,585.40	50.92	42.37
ASPC-PERRYVILLE												
Lumley	Med	218	4,170,688	956,761	5,127,449	250,855	5,378,305	23,520.41	1,150.71	24,671.12	67.59	56.12
Santa Cruz	Med	992	13,098,172	4,353,703	17,451,874	927,399	18,379,274	17,592.62	934.88	18,527.49	50.76	39.29
Total		1,210	17,268,860	5,310,464	22,579,324	1,178,255	23,757,578	18,660.60	973.76	19,634.36	53.79	42.32
ASPC-SAFFORD												
Tonto	Med	331	7,543,819	1,012,430	8,556,249	425,054	8,981,303	25,849.69	1,284.15	27,133.85	74.34	66.57
Total		331	7,543,819	1,012,430	8,556,249	425,054	8,981,303	25,849.69	1,284.15	27,133.85	74.34	66.57
ASPC-TUCSON												
Cimarron	Med	368	7,757,646	1,379,501	9,137,147	413,037	9,550,184	24,829.20	1,122.38	25,951.59	71.10	57.37
Manzanita	Med	472	10,215,096	1,769,385	11,984,481	541,907	12,526,387	25,390.85	1,148.11	26,538.96	72.71	58.96
Santa Rita	Med	856	15,045,984	3,208,644	18,254,628	866,482	19,121,110	21,325.50	1,012.25	22,337.75	61.20	47.51
Winchester	Med	882	15,597,346	3,306,098	18,903,444	890,443	19,793,888	21,432.48	1,009.57	22,442.05	61.49	47.83
Total		2,578	48,616,072	9,663,628	58,279,700	2,711,869	60,991,569	22,606.56	1,051.93	23,658.48	64.82	51.12
ASPC-WINSLOW												
Kaibab	Med	470	9,522,351	1,834,409	11,356,760	544,035	11,900,795	24,163.32	1,157.52	25,320.84	69.37	61.47
Total		470	9,522,351	1,834,409	11,356,760	544,035	11,900,795	24,163.32	1,157.52	25,320.84	69.37	61.47
ASPC-YUMA												
Cheyenne	Med	1,154	19,537,901	3,503,742	23,041,643	1,204,749	24,246,391	19,966.76	1,043.98	21,010.74	57.56	50.54
Dakota	Med	474	9,300,847	1,439,197	10,740,044	528,620	11,268,665	22,658.32	1,115.23	23,773.55	65.13	57.96
Total		1,628	28,838,748	4,942,939	33,781,687	1,733,369	35,515,056	20,750.42	1,064.72	21,815.15	59.77	52.70
Grand Total		12,873	\$ 214,424,861	\$ 44,885,308	\$ 259,310,169	\$ 13,085,515	\$ 272,395,685	\$ 20,143.72	\$ 1,016.51	\$ 21,160.23	\$ 57.97	\$ 48.42

ARIZONA DEPARTMENT OF CORRECTIONS  
 APPROPRIATED FUNDS  
 CLOSE CUSTODY PRISON UNITS

COMPLEX / UNIT	Custody	ADP	UNIT DIRECT	COMPLEX DIRECT	TOTAL DIRECT	TOTAL INDIRECT	TOTAL EXPENSE	ANNUAL PER CAPITA			UNADJUSTED DAILY PER	ADJUSTED DAILY PER CAPITA
								DIRECT	INDIRECT	TOTAL		
<b>ASPC-EYMAN</b>												
Rynning	Close	885	\$ 17,687,597	\$ 1,908,764	\$ 19,596,360	\$ 934,597	\$ 20,530,958	\$ 22,142.78	\$ 1,056.04	\$ 23,198.82	\$ 63.56	\$ 54.83
Total		885	17,687,597	1,908,764	19,596,360	934,597	20,530,958	22,142.78	1,056.04	23,198.82	63.56	54.83
<b>ASPC-LEWIS</b>												
Buckley	Close	702	13,282,216	2,892,979	16,175,195	787,414	16,962,609	23,041.59	1,121.67	24,163.26	66.20	57.61
Morey	Close	921	14,926,428	3,795,891	18,722,319	948,774	19,671,093	20,328.25	1,030.16	21,358.41	58.52	49.97
Rast	Close	376	8,112,782	1,549,371	9,662,152	452,271	10,114,423	25,697.21	1,202.85	26,900.06	73.70	64.82
Total		1,999	36,321,426	8,238,241	44,559,666	2,188,460	46,748,126	22,290.98	1,094.78	23,385.76	64.07	55.45
<b>ASPC-PERRYVILLE</b>												
Lumley	Close	271	5,184,663	1,189,368	6,374,031	311,843	6,685,874	23,520.41	1,150.71	24,671.12	67.59	56.12
Total		271	5,184,663	1,189,368	6,374,031	311,843	6,685,874	23,520.41	1,150.71	24,671.12	67.59	56.12
<b>ASPC-TUCSON</b>												
Cimarron	Close	375	7,905,210	1,405,741	9,310,951	420,894	9,731,845	24,829.20	1,122.38	25,951.59	71.10	57.37
Manzanita	Close	54	1,168,676	202,430	1,371,106	61,998	1,433,104	25,390.85	1,148.11	26,538.96	72.71	58.96
Minors	Close	101	4,189,248	378,751	4,567,998	179,975	4,747,973	45,227.71	1,781.93	47,009.63	128.79	114.62
Rincon	Close	526	16,318,592	1,972,117	18,290,709	750,701	19,041,411	34,773.21	1,427.19	36,200.40	99.18	85.33
Total		1,056	29,581,726	3,959,039	33,540,765	1,413,567	34,954,332	31,762.09	1,338.61	33,100.69	90.69	76.85
<b>ASPC-WINSLOW</b>												
Kaibab	Close	329	6,665,646	1,284,086	7,949,732	380,825	8,330,557	24,163.32	1,157.52	25,320.84	69.37	61.47
Total		329	6,665,646	1,284,086	7,949,732	380,825	8,330,557	24,163.32	1,157.52	25,320.84	69.37	61.47
<b>ASPC-YUMA</b>												
Dakota	Close	331	6,494,896	1,005,009	7,499,904	369,142	7,869,047	22,658.32	1,115.23	23,773.55	65.13	57.96
Total		331	6,494,896	1,005,009	7,499,904	369,142	7,869,047	22,658.32	1,115.23	23,773.55	65.13	57.96
Grand Total		4,871	\$ 101,935,952	\$ 17,584,507	\$ 119,520,459	\$ 5,598,434	\$ 125,118,893	\$ 24,537.15	\$ 1,149.34	\$ 25,686.49	\$ 70.37	\$ 60.59

ARIZONA DEPARTMENT OF CORRECTIONS  
 APPROPRIATED FUNDS  
 MAXIMUM CUSTODY PRISON UNITS

COMPLEX / UNIT	Custody	ADP	UNIT DIRECT	COMPLEX DIRECT	TOTAL DIRECT	TOTAL INDIRECT	TOTAL EXPENSE	ANNUAL PER CAPITA			UNADJUSTED DAILY PER	ADJUSTED DAILY PER CAPITA
								DIRECT	INDIRECT	TOTAL		
ASPC-EYMAN												
Browning	Max	816	\$ 19,684,753	\$ 1,760,138	\$ 21,444,892	\$ 974,369	\$ 22,419,261	\$ 26,280.50	\$ 1,194.08	\$ 27,474.58	\$ 75.27	\$ 66.90
SMU I	Max	985	22,288,456	2,124,603	24,413,059	1,133,143	25,546,202	24,784.83	1,150.40	25,935.23	71.06	62.72
Total		<u>1,801</u>	<u>41,973,210</u>	<u>3,884,741</u>	<u>45,857,951</u>	<u>2,107,512</u>	<u>47,965,463</u>	<u>25,462.49</u>	<u>1,170.19</u>	<u>26,632.68</u>	<u>72.97</u>	<u>64.61</u>
ASPC-FLORENCE												
Central	Max	1,147	24,886,645	4,659,063	29,545,708	1,375,151	30,920,859	25,759.12	1,198.91	26,958.03	73.86	65.34
Total		<u>1,147</u>	<u>24,886,645</u>	<u>4,659,063</u>	<u>29,545,708</u>	<u>1,375,151</u>	<u>30,920,859</u>	<u>25,759.12</u>	<u>1,198.91</u>	<u>26,958.03</u>	<u>73.86</u>	<u>65.34</u>
ASPC-PERRYVILLE												
Lumley	Max	227	4,459,832	996,261	5,456,093	261,212	5,717,305	24,035.65	1,150.71	25,186.37	69.00	56.12
Total		<u>227</u>	<u>4,459,832</u>	<u>996,261</u>	<u>5,456,093</u>	<u>261,212</u>	<u>5,717,305</u>	<u>24,035.65</u>	<u>1,150.71</u>	<u>25,186.37</u>	<u>69.00</u>	<u>56.12</u>
ASPC-TUCSON												
Complex Detention	Max	92	1,221,066	344,827	1,565,893	79,865	1,645,758	17,020.58	868.09	17,888.67	49.01	35.93
Minors	Max	30	1,244,331	112,500	1,356,831	53,458	1,410,289	45,227.71	1,781.93	47,009.63	128.79	114.62
Total		<u>122</u>	<u>2,465,398</u>	<u>457,327</u>	<u>2,922,725</u>	<u>133,322</u>	<u>3,056,047</u>	<u>23,956.76</u>	<u>1,092.81</u>	<u>25,049.56</u>	<u>68.63</u>	<u>55.28</u>
Grand Total		<u>3,297</u>	<u>\$ 73,785,085</u>	<u>\$ 9,997,392</u>	<u>\$ 83,782,476</u>	<u>\$ 3,877,197</u>	<u>\$ 87,659,673</u>	<u>\$ 25,411.73</u>	<u>\$ 1,175.98</u>	<u>\$ 26,587.71</u>	<u>\$ 72.84</u>	<u>\$ 63.93</u>

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# SECTION IV

## Section IV Historical Costs

This section provides the history of reported costs for state, contract, jail and community supervision offender management.

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ARIZONA DEPARTMENT OF CORRECTIONS  
HISTORICAL PER CAPITA COSTS

FISCAL YEAR	ADP	DIRECT EXPENSE	INDIRECT EXPENSE	TOTAL EXPENSE	ANNUAL PER CAPITA			UNADJUSTED DAILY PER CAPITA COST
					DIRECT	INDIRECT	TOTAL	
STATE PRISONS								
1986	8,270	\$ 122,091,519	\$ 6,066,451	\$ 128,157,970	\$ 14,763.18	\$ 733.55	\$ 15,496.73	\$ 42.46 (1)
1987	9,508	135,972,811	19,204,104	155,176,915	14,300.88	2,019.78	16,320.67	44.72 (1)
1988	10,705	145,294,570	22,954,162	168,248,732	13,572.59	2,144.25	15,716.84	42.94 (1)
1989	11,801	166,801,463	24,067,517	190,868,980	14,134.52	2,039.45	16,173.97	44.31 (1)
1990	12,887	188,142,068	19,893,848	208,035,916	14,599.37	1,543.71	16,143.08	44.23
1991	13,912	209,289,800	19,664,345	228,954,145	15,043.83	1,413.48	16,457.31	45.09
1992	14,970	221,487,100	17,720,739	239,207,839	14,795.40	1,183.75	15,979.15	43.66
1993	16,293	235,494,990	21,489,929	256,984,919	14,453.75	1,318.97	15,772.72	43.21
1994	17,737	258,324,735	25,794,276	284,119,011	14,564.17	1,454.26	16,018.44	43.89
1995	19,542	291,444,157	28,016,281	319,460,438	14,913.73	1,433.64	16,347.38	44.79
1996	20,742	316,905,667	29,422,680	346,328,347	15,278.45	1,418.51	16,696.96	45.62 (2)
1997	21,588	347,394,714	33,133,327	380,528,041	16,092.03	1,534.80	17,626.83	48.29 (2)
1998	22,593	381,168,456	33,216,759	414,385,215	16,871.09	1,470.22	18,341.31	50.25
1999	24,029	421,711,766	41,466,368	463,178,134	17,550.12	1,725.68	19,275.80	52.81
2000	24,614	462,635,062	46,850,301	509,485,363	18,795.61	1,903.40	20,699.01	56.55 (2)
2001	25,261	490,308,321	49,183,003	539,491,324	19,409.70	1,946.99	21,356.69	58.51
2002	26,624	472,484,418	46,824,897	519,309,315	17,746.56	1,758.75	19,505.31	53.44
2003	27,699	501,893,542	40,279,487	542,173,029	18,119.55	1,454.19	19,573.74	53.63
2004	28,329	540,525,120	42,039,039	582,564,159	19,080.28	1,483.96	20,564.23	56.19
2005	27,913	548,301,413	44,711,535	593,012,948	19,643.36	1,601.83	21,245.19	58.21
2006	28,379	592,102,941	47,410,593	639,513,534	20,864.10	1,670.62	22,534.72	61.74
2007	30,265	640,698,320	49,172,654	689,870,974	21,169.58	1,624.73	22,794.31	62.45 (2)
2008	29,310	672,980,275	29,125,846	702,106,120	22,960.77	993.72	23,954.49	65.45 (3)
2009	30,366	686,480,762	33,694,069	720,174,831	22,606.89	1,109.60	23,716.49	64.98 (3)
2010	31,043	\$ 655,670,720	\$ 32,433,717	\$ 688,104,437	\$ 21,121.37	\$ 1,044.80	\$ 22,166.17	\$ 60.73 (3)

(1) Excludes adjudicated juveniles, but includes minors sentenced as adults. Adjudicated juveniles were counted as part of the Department of Juvenile Corrections (when it became an agency separate from ADC).

(2) Revised

(3) Does not include excluded units as identified in the body of the reports.



ARIZONA DEPARTMENT OF CORRECTIONS  
HISTORICAL PER CAPITA COSTS

FISCAL YEARS	ADP	DIRECT EXPENSE	INDIRECT EXPENSE	TOTAL EXPENSE	ANNUAL PER CAPITA			UNADJUSTED DAILY PER CAPITA COST
					DIRECT	INDIRECT	TOTAL	
<b>IN-STATE CONTRACTS</b>								
1995	273	\$ 4,243,400	\$ 479,584	\$ 4,722,984	\$ 15,543.59	\$ 1,756.72	\$ 17,300.31	\$ 47.40
1996	511	7,747,700	665,330	8,413,030	15,161.84	1,302.02	16,463.86	44.98
1997	864	12,567,727	596,744	13,164,471	14,545.98	690.68	15,236.66	41.74
1998	1,264	17,959,417	1,329,789	19,289,206	14,208.40	1,052.05	15,260.45	41.81
1999	1,532	22,105,465	1,692,560	23,798,025	14,429.15	1,104.80	15,533.96	42.56
2000	1,405	20,630,196	1,666,670	22,296,866	14,683.41	1,186.24	15,869.66	43.36
2001	1,413	20,965,078	1,758,737	22,723,815	14,837.28	1,244.68	16,081.96	44.06
2002	1,442	20,589,893	1,348,407	21,938,300	14,278.71	935.10	15,213.80	41.68
2003	1,947	28,838,146	1,422,504	30,260,650	14,811.58	730.61	15,542.19	42.58
2004	1,688	27,039,809	1,120,851	28,160,660	16,018.84	664.01	16,682.86	45.58
2005	1,798	31,195,324	2,756,432	33,951,756	17,350.01	1,533.05	18,883.07	51.73 (1)
2006	2,870	53,510,697	2,298,580	55,809,277	18,646.86	800.99	19,447.84	53.28 (1)
2007	3,692	67,541,074	4,843,628	72,384,702	18,292.91	1,311.85	19,604.76	53.71 (2)
2008	4,301	86,668,600	5,038,644	91,707,245	38,778.94	2,164.81	40,943.75	58.26 (2)
2009	4,339	87,674,439	3,105,054	90,779,493	20,206.14	715.62	20,921.75	57.32 (2)
2010	4,627	92,905,936	2,516,202	95,422,138	20,079.09	543.81	20,622.90	56.50 (2)
<b>OUT-OF-STATE CONTRACTS</b>								
2004	1,085	14,592,450	720,452	15,312,902	13,449.26	664.01	14,113.27	38.56
2005	2,115	31,428,668	2,161,876	33,590,544	14,859.89	1,022.16	15,882.05	43.51
2006	2,456	41,947,853	1,350,535	43,298,388	17,079.74	549.89	17,629.64	48.30
2007	1,856	32,733,439	1,969,316	34,702,755	17,636.55	1,061.05	18,697.61	51.23
2008	2,052	44,947,107	2,459,503	47,406,610	21,904.05	1,198.59	23,102.64	63.12 (2)
2009	3,814	82,814,312	2,726,400	85,540,712	21,713.24	714.84	22,428.08	61.45 (2)
2010	1,771	\$ 35,785,988	\$ 958,630	\$ 36,744,617	\$ 20,206.66	\$ 541.29	\$ 20,747.95	\$ 56.84 (2)

(1) Revised

(2) Includes Navajo County Jail beds, does not include excluded units as identified in the body of the reports

ARIZONA DEPARTMENT OF CORRECTIONS  
HISTORICAL PER CAPITA COSTS

FISCAL YEARS	ADP	DIRECT EXPENSE	INDIRECT EXPENSE	TOTAL EXPENSE	ANNUAL PER CAPITA			UNADJUSTED DAILY PER CAPITA COST
					DIRECT	INDIRECT	TOTAL	
<b>ADULT PAROLE</b>								
1986	3,623	\$ 3,528,373	\$ 138,170	\$ 3,666,543	\$ 973.88	\$ 38.14	\$ 1,012.02	\$ 2.77
1987	2,841	3,215,463	810,554	4,026,017	1,131.81	285.31	1,417.11	3.89
1988	2,757	3,536,443	683,977	4,220,420	1,282.71	248.09	1,530.80	4.18
1989	2,826	3,631,000	1,008,307	4,639,307	1,284.85	356.80	1,641.65	4.50
1990	3,162	4,909,284	955,621	5,864,905	1,552.59	302.22	1,854.81	5.08
1991	3,845	3,772,500	888,660	4,661,160	981.14	231.12	1,212.27	3.32
1992	4,230	3,394,800	735,743	4,130,543	802.55	173.93	976.49	2.67
1993	4,975	3,677,740	828,941	4,506,681	739.24	166.62	905.87	2.48
1994	5,009	3,968,400	1,031,833	5,000,233	792.25	206.00	998.25	2.73
1995	5,009	3,954,200	970,240	4,924,440	789.42	193.70	983.12	2.69
1996	4,982	4,484,152	991,255	5,475,407	900.07	198.97	1,099.04	3.00
1997	4,056	5,629,181	1,018,127	6,647,308	1,387.87	251.02	1,638.88	4.49
1998	3,873	6,551,209	1,335,760	7,886,969	1,691.51	344.89	2,036.40	5.58
1999	3,699	6,262,674	1,552,956	7,815,630	1,693.07	419.83	2,112.90	5.79
2000	3,727	6,861,015	2,584,032	9,445,047	1,840.89	693.33	2,534.22	6.92
<b>HOME ARREST</b>								
1989	24	517,100	98,092	615,192	21,545.83	4,087.17	25,633.00	70.23
1990	58	198,900	48,867	247,767	3,429.31	842.53	4,271.84	11.70
1991	97	750,900	174,193	925,093	7,741.24	1,795.80	9,537.04	26.13
1992	295	902,200	104,655	1,006,855	3,058.31	354.76	3,413.07	9.33
1993	275	1,289,976	196,686	1,486,662	4,690.82	715.22	5,406.04	14.81
1994	290	1,186,600	188,882	1,375,482	4,091.72	651.32	4,743.04	12.99
1995	298	1,340,900	186,828	1,527,728	4,499.66	626.94	5,126.60	14.05
1996	240	1,330,984	168,897	1,499,881	5,545.77	703.74	6,249.50	17.08
1997	183	1,159,189	142,695	1,301,884	6,334.37	779.75	7,114.12	19.49
1998	113	999,244	89,917	1,089,161	8,842.87	795.73	9,638.59	26.41
1999	86	938,864	163,324	1,102,188	10,917.02	1,899.12	12,816.14	35.11
2000	49	\$ 792,842	\$ 253,844	\$ 1,046,686	\$ 16,180.45	\$ 5,180.49	\$ 21,360.94	\$ 58.36

Note: Effective FY 2001, the Adult Parole and Home Arrest ADP and expenses were reported as "Community Supervision" as reported on the following page.

ARIZONA DEPARTMENT OF CORRECTIONS  
HISTORICAL PER CAPITA COSTS

FISCAL YEARS	ADP	DIRECT EXPENSE	INDIRECT EXPENSE	TOTAL EXPENSE	ANNUAL PER CAPITA			UNADJUSTED DAILY PER CAPITA COST
					DIRECT	INDIRECT	TOTAL	
COMMUNITY SUPERVISION								
2001	3,633	\$ 7,012,172	\$ 3,127,278	\$ 10,139,450	\$ 1,930.13	\$ 860.80	\$ 2,790.93	\$ 7.65
2002	3,535	6,628,725	2,705,396	9,334,121	1,875.17	765.32	2,640.49	7.23
2003	4,295	8,643,883	2,896,720	11,540,603	2,012.55	674.44	2,686.99	7.36
2004	5,671	8,648,484	3,358,366	12,006,850	1,525.04	592.20	2,117.24	5.78 (1)
2005	6,127	8,612,829	4,171,417	12,784,246	1,405.72	680.83	2,086.54	5.72
2006	6,573	11,212,043	3,978,628	15,190,671	1,705.77	605.30	2,311.07	6.33
2007	6,675	16,602,721	5,801,297	22,404,018	2,487.30	869.11	3,356.41	9.20 (1)
2008	6,234	14,029,838	3,295,041	17,324,879	2,250.54	528.56	2,779.10	7.59
2009	6,761	15,559,470	4,158,014	19,717,486	2,298.47	615.00	2,913.47	7.98 (1)
2010	6,644	\$ 14,225,723	\$ 3,590,325	\$ 17,816,049	\$ 2,141.14	\$ 540.39	\$ 2,681.52	\$ 7.35

(1) Revised

ARIZONA DEPARTMENT OF CORRECTIONS  
HISTORICAL PER CAPITA COSTS

FISCAL YEARS	ADP	DIRECT EXPENSE	INDIRECT EXPENSE	TOTAL EXPENSE
<b>LEASE PURCHASE PAYMENTS</b>				
1994	-	\$ 786,600	\$ -	\$ 786,600
1995	-	13,755,900	-	13,755,900
1996	-	25,385,998	-	25,385,998
1997	-	17,483,874	-	17,483,874
1998	-	25,502,763	-	25,502,763
1999	-	13,495,911	-	13,495,911
2000	-	1,074,074	-	1,074,074
2001	-	1,053,481	-	1,053,481
2002	-	1,043,700	-	1,043,700
2003	-	1,058,971	-	1,058,971
2004	-	1,043,873	-	1,043,873
2005	-	560,332	1,834	562,166
2006	-	1,032,168	3,463	1,035,631
2007	-	3,979,560	11,754	3,991,314
2008	-	2,121,295	-	2,121,295
2009	-	4,230,250	-	4,230,250
2010	-	19,912,100	-	19,912,100
<b>ONE-TIME COSTS (1)</b>				
2008	-	4,215,461	-	4,215,461
2009	-	1,705,434	-	1,705,434
2010	-	5,019,125	-	5,019,125
<b>COUNTY JAILS (PENDING INTAKE TO STATE CUSTODY) (2)</b>				
2010	47	\$ 398,451	\$ -	\$ 398,451

(1) One-Time costs were not appropriately identified prior to FY 2008.

(2) The ADP for County Jails pending intake is not included in the total ADP for the Department, but is provided for informational purposes only. Prior to the FY 2010 Operating Per Capita Cost report the expenses for inmates pending intake to the ADC for reception and processing were allocated to the costs of housing all ADC state and contracted prison vendors based on ADP. Beginning with the FY 2010 Operating Per Capita Cost report these expenses have been excluded to improve the cost comparison analysis between state housed inmates and contracted prison bed providers. See page 39 for ADP and expense history prior to FY 2010.

## HISTORICAL PER CAPITA RECAP DETAIL

ARIZONA DEPARTMENT OF CORRECTIONS  
HISTORICAL PER CAPITA COSTS  
FY 2008 RECAP DETAIL

DESCRIPTION	ADP	DIRECT EXPENSE	INDIRECT EXPENSE	TOTAL EXPENSE	ANNUAL PER CAPITA			UNADJUSTED DAILY PER CAPITA COST
					DIRECT	INDIRECT	TOTAL	
State Prisons	29,310	\$ 672,980,275	\$ 29,125,846	\$ 702,106,120	\$ 22,960.77	\$ 993.72	\$ 23,954.49	\$ 65.45
State Beds Excluded for Cost Comparison Purposes	1,092	48,499,192	1,330,689	49,829,881				
<b>Total State Prisons</b>	<b>30,402</b>	<b>721,479,467</b>	<b>30,456,535</b>	<b>751,936,001</b>				
In-State Contract Prison Beds	4,301	86,668,600	5,038,645	91,707,245	20,150.80	1,171.51	21,322.31	58.26
Out-of-State Contract Prison Beds	2,052	44,947,107	2,459,503	47,406,610	21,904.05	1,198.59	23,102.64	63.12
Contract Prison Beds Excluded for Cost Comparison Purposes	1,155	25,803,392	1,196,091	26,999,483				
<b>Total Contract Prison Beds</b>	<b>7,508</b>	<b>157,419,100</b>	<b>8,694,239</b>	<b>166,113,339</b>				
<b>Total Inmate Population</b>	<b>37,910</b>	<b>878,898,567</b>	<b>39,150,774</b>	<b>918,049,340</b>				
<b>Community Supervision</b>	<b>6,234</b>	<b>14,029,838</b>	<b>3,295,041</b>	<b>17,324,879</b>	\$ 2,250.54	\$ 528.56	\$ 2,779.10	\$ 7.59
Lease Purchase	-	2,121,295	-	2,121,295				
One Time Costs (Equipment)	-	4,215,461	-	4,215,461				
<b>Total ADP and Expenses</b>	<b>44,144</b>	<b>\$ 899,265,160</b>	<b>\$ 42,445,814</b>	<b>\$ 941,710,975</b>				

ARIZONA DEPARTMENT OF CORRECTIONS  
HISTORICAL PER CAPITA COSTS  
FY 2009 RECAP DETAIL

FISCAL YEAR	ADP	DIRECT EXPENSE	INDIRECT EXPENSE	TOTAL EXPENSE	ANNUAL PER CAPITA			UNADJUSTED DAILY PER CAPITA COST
					DIRECT	INDIRECT	TOTAL	
State Prisons	30,366	\$ 686,480,762	\$ 33,694,069	\$ 720,174,831	\$ 22,606.89	\$ 1,109.60	\$ 23,716.49	\$ 64.98
State Beds Excluded for Cost Comparison Purposes	987	39,531,542	1,297,455	40,828,997				
<b>Total State Prisons</b>	<b>31,353</b>	<b>726,012,304</b>	<b>34,991,524</b>	<b>761,003,828</b>				
In-State Contract Prison Beds	4,339	87,674,439	3,105,054	90,779,493	20,206.14	715.62	20,921.75	57.32
Out-of-State Contract Prison Beds	3,814	82,814,312	2,726,400	85,540,712	21,713.24	714.84	22,428.08	61.45
Contract Prison Beds Excluded for Cost Comparison Purposes	120	2,936,183	88,376	3,024,559				
<b>Total Contract Prison Beds</b>	<b>8,273</b>	<b>173,424,934</b>	<b>5,919,830</b>	<b>179,344,764</b>				
<b>Total Inmate Population</b>	<b>39,626</b>	<b>899,437,238</b>	<b>40,911,354</b>	<b>940,348,592</b>				
<b>Community Supervision</b>	<b>6,761</b>	<b>15,539,944</b>	<b>4,158,014</b>	<b>19,717,484</b>	\$ 2,298.47	\$ 615.00	\$ 2,913.47	\$ 7.98
Lease Purchase	-	-	-	4,230,250				
One Time Costs (Equipment)	-	-	-	1,705,434				
<b>Total ADP and Expenses</b>	<b>46,387</b>	<b>\$ 914,977,182</b>	<b>\$ 45,069,367</b>	<b>\$ 966,001,761</b>				

ARIZONA DEPARTMENT OF CORRECTIONS  
HISTORICAL PER CAPITA COSTS  
FY 2010 RECAP DETAIL

FISCAL YEAR	ADP	DIRECT EXPENSE	INDIRECT EXPENSE	TOTAL EXPENSE	ANNUAL PER CAPITA			UNADJUSTED DAILY PER CAPITA COST
					DIRECT	INDIRECT	TOTAL	
State Prisons	31,043	\$ 655,670,720	\$ 32,433,717	\$ 688,104,437	\$ 21,121.37	\$ 1,044.80	\$ 22,166.17	\$ 60.73
State Beds Excluded for Cost Comparison Purposes	723	45,017,074	1,249,351	46,266,425				
<b>Total State Prisons</b>	<b>31,766</b>	<b>700,687,794</b>	<b>33,683,068</b>	<b>734,370,862</b>				
In-State Contract Prison Beds	4,627	92,905,936	2,516,202	95,422,138	20,079.09	543.81	20,622.90	56.50
Out-of-State Contract Prison Beds	1,771	35,785,988	958,630	36,744,618	20,206.66	541.29	20,747.95	56.84
Contract Prison Beds Excluded for Cost Comparison Purposes	2,294	51,712,777	1,242,886	52,955,663				
<b>Total Contract Prison Beds</b>	<b>8,692</b>	<b>180,404,701</b>	<b>4,717,718</b>	<b>185,122,419</b>				
<b>Total Inmate Population</b>	<b>40,458</b>	<b>881,092,495</b>	<b>38,400,786</b>	<b>919,493,281</b>				
<b>Community Supervision</b>	<b>6,644</b>	<b>14,225,723</b>	<b>3,590,325</b>	<b>17,816,048</b>	\$ 2,141.14	\$ 540.39	\$ 2,681.52	\$ 7.35
Lease Purchase	-	19,912,100	-	19,912,100				
One Time Costs (Equipment)	-	5,019,125	-	5,019,125				
County Jails Pending Intake	-	398,451	-	398,451				
<b>Total ADP and Expenses</b>	<b>47,102</b>	<b>\$ 920,647,894</b>	<b>\$ 41,991,111</b>	<b>\$ 962,639,005</b>				



#### OTHER HISTORICAL INFORMATION

- State Prison Costs by Custody Level
- Contracted Prison Bed Costs by Custody Level
- County Jails (Inmates Pending Transfer to State Custody)

ARIZONA DEPARTMENT OF CORRECTIONS  
HISTORICAL PER CAPITA COSTS (1)  
STATE PRISONS BY CUSTODY LEVEL

LEVEL / FISCAL YEAR	ADP	TOTAL DIRECT	TOTAL INDIRECT	TOTAL EXPENSE	ANNUAL PER CAPITA			UNADJUSTED DAILY PER CAPITA COST	ADJUSTED DAILY PER CAPITA COST (2)
					DIRECT	INDIRECT	TOTAL		
MINIMUM CUSTODY									
2008	9,457	\$ 188,577,211	\$ 9,071,440	\$ 197,648,652	\$ 19,940.49	\$ 959.23	\$ 20,899.72	\$ 57.10	\$ 46.65
2009	8,896	181,281,346	9,680,398	190,961,744	20,377.85	1,088.17	21,466.02	58.81	46.97
2010	10,002	193,057,614	9,872,571	202,930,185	19,301.90	987.06	20,288.96	55.59	46.59
MEDIUM CUSTODY									
2008	10,342	226,703,763	10,035,763	236,739,526	21,920.69	970.39	22,891.08	62.54	51.28
2009	11,297	237,582,034	12,300,930	249,882,964	21,030.54	1,088.87	22,119.41	60.60	48.16
2010	12,873	259,310,169	13,085,515	272,395,685	20,143.72	1,016.51	21,160.23	57.97	48.42
CLOSE CUSTODY									
2008	6,082	164,495,483	6,352,293	170,847,776	27,046.28	1,044.44	28,090.72	76.75	65.02
2009	6,452	169,095,664	7,440,248	176,535,912	26,208.26	1,153.17	27,361.42	74.96	62.14
2010	4,871	119,520,459	5,598,434	125,118,893	24,537.15	1,149.34	25,686.49	70.37	60.59
MAXIMUM CUSTODY									
2008	3,429	93,203,817	3,666,350	96,870,167	27,181.05	1,069.22	28,250.27	77.19	65.87
2009	3,721	98,521,718	4,272,492	102,794,211	26,477.22	1,148.21	27,625.43	75.69	63.22
2010	3,297	\$ 83,782,476	\$ 3,877,197	\$ 87,659,673	\$ 25,411.73	\$ 1,175.98	\$ 26,587.71	\$ 72.84	\$ 63.93

(1) Does not include costs for units excluded for cost comparison purposes.

(2) For a better comparison, depreciation of state prison buildings has been added as an expense to the daily prison bed costs since contract bed providers include the costs of financing and depreciation in their daily per diem rates. The depreciation factor is not an actual expense incurred by ADC but is included for a more accurate comparison. The FY 2008 and FY 2009 Per Capita Cost reports have not been republished to adjust for this in the history section, however they have been adjusted on this page.

ARIZONA DEPARTMENT OF CORRECTIONS  
HISTORICAL PER CAPITA COSTS  
CONTRACT PRISON BEDS BY CUSTODY LEVEL

LEVEL / FISCAL YEAR	ADP	TOTAL DIRECT	TOTAL INDIRECT	TOTAL EXPENSE	ANNUAL PER CAPITA			UNADJUSTED DAILY PER CAPITA COST	ADJUSTED DAILY PER CAPITA COST
					DIRECT	INDIRECT	TOTAL		
IN-STATE CONTRACTS: (1)									
MINIMUM CUSTODY									
2008	2,888	\$ 54,139,622	\$ 3,599,346	\$ 57,738,967	\$ 18,746.41	\$ 1,246.31	\$ 19,992.72	\$ 54.62	\$ 46.98
2009	2,962	57,173,589	2,120,125	59,293,713	19,302.36	715.77	20,018.13	54.84	47.20
2010	2,979	57,314,258	1,622,351	58,936,609	19,239.43	544.60	19,784.02	54.20	46.56
MEDIUM CUSTODY									
2008	1,368	31,691,444	1,394,686	33,086,131	23,166.26	1,019.51	24,185.77	66.08	58.44
2009	1,334	29,692,149	954,227	30,646,377	22,257.98	715.31	22,973.30	62.94	55.30
2010	1,648	35,591,678	893,851	36,485,529	21,596.89	542.39	22,139.28	60.66	\$ 53.02
OUT-OF-STATE CONTRACTS: (2)									
MINIMUM CUSTODY									
2008	n/a								
2009	n/a								
2010	1,284	25,945,346	695,020	26,640,366	20,206.66	541.29	20,747.95	56.84	n/a
MEDIUM CUSTODY									
2008	2,052	44,947,107	2,459,503	47,406,610	21,904.05	1,198.59	23,102.64	63.12	n/a
2009	3,814	82,814,312	2,726,400	85,540,712	21,713.24	714.84	22,428.08	61.45	n/a
2010	487	\$ 9,840,641	\$ 263,610	\$ 10,104,251	\$ 20,206.66	\$ 541.29	\$ 20,747.95	\$ 56.84	n/a

(1) Does not include costs for units excluded for cost comparison purposes.

(2) Provided for informational purposes only, out-of-state contract prison beds were not used for cost comparison analyses.

ARIZONA DEPARTMENT OF CORRECTIONS  
HISTORICAL PER CAPITA COSTS

FISCAL YEARS	ADP	DIRECT EXPENSE	INDIRECT EXPENSE	TOTAL EXPENSE	ANNUAL PER CAPITA			UNADJUSTED DAILY PER CAPITA COST
					DIRECT	INDIRECT	TOTAL	
COUNTY JAILS (PENDING INTAKE TO STATE CUSTODY)								
1990	179	\$ 2,604,200	\$ -	\$ 2,604,200	\$ 14,548.60	\$ -	\$ 14,548.60	\$ 39.86
1991	76	1,228,600	-	1,228,600	16,165.79	-	16,165.79	44.29
1992	84	1,417,800	-	1,417,800	16,878.57	-	16,878.57	46.12
1993	125	2,028,400	-	2,028,400	16,227.20	-	16,227.20	44.46
1994	158	1,717,600	-	1,717,600	10,870.89	-	10,870.89	29.78
1995	126	1,312,100	-	1,312,100	10,413.49	-	10,413.49	28.53
1996	235	2,238,384	-	2,238,384	9,525.04	-	9,525.04	26.02
1997	156	1,714,553	-	1,714,553	10,990.72	-	10,990.72	30.11
1998	202	2,313,408	-	2,313,408	11,452.51	-	11,452.51	31.38
1999	172	1,636,034	-	1,636,034	9,511.83	-	9,511.83	26.06
2000	106	1,201,017	-	1,201,017	11,330.35	-	11,330.35	30.96
2001	155	1,555,959	-	1,555,959	10,038.45	-	10,038.45	27.50
2002	209	2,066,903	-	2,066,903	9,889.49	-	9,889.49	27.09
2003	235	3,315,554	-	3,315,554	14,108.74	-	14,108.74	38.65
2004	158	2,016,725	-	2,016,725	12,764.08	-	12,764.08	34.87
2005	73	1,331,646	4,355	1,336,001	18,241.73	59.66	18,301.38	50.14
2006	63	756,985	2,539	759,524	12,015.63	40.30	12,055.94	33.03
2007	68	878,303	2,594	880,897	12,889.68	38.07	12,927.75	35.42
2008	72	429,161	-	429,161	5,960.57	-	5,960.57	16.29
2009	76	\$ 450,486	\$ -	\$ 450,486	\$ 5,935.25	\$ -	\$ 5,935.25	\$ 16.26

Prior to the FY 2010 Operating Per Capita Cost report the expenses for inmates pending intake to the ADC for reception and processing were allocated to the costs of housing all ADC state and contracted prison vendors based on ADP. Beginning with the FY 2010 Operating Per Capita Cost report these expenses have been excluded to improve the cost comparison analysis between state housed inmates and contracted prison bed providers.

**END OF REPORT**