

MEET & CONFER MEETING

August 17, 2018

Director Ryan greeted the Employee Organizations and addressed the below agenda items.

Attendees: CO II Clinton Roberts, ASPC-Lewis, represented ACA; CO II Darren Sikes, ASPC-Lewis, CO II Tommy Carberry, ASPC-Florence, represented AZCPOA; Senior Parole Officer Waldemar Mehner, Community Corrections, Parole Officer Dung Vu, Community Corrections, and PPS II Rachel Underwood, Community Corrections, represented FOP. Also present from ADC were Director Charles L. Ryan, Deputy Director Joe Profiri, Brad Keogh, General Counsel, Mike Kearns, Division Director of Administrative Services, Tim Rhyne, Chief Human Resources Officer, Karen Hellman, Division Director of Inmate Programs and Reentry, Tara Diaz, Southern Regional Operations Director of Offender Operations, Ben Alteneder, Chief Legislative Liaison, Andrew Wilder, Media Director. Natalie Poff was present to take minutes.

SUBMITTED QUESTIONS AND ANSWERS

Question 1 – With the issue of "Spice" on the yards is the Department going to purchase spice or K2 testing UA kits?

- a. Correctional Officers are worried that a "CA" will cause issues for the staff by kick starting inmates.
- b. Staff are concerned about fatigue. With a "CA" in less physical posts, the staff will not be able to get much needed recuperation during twelve hour shifts.
- c. Is the CA position going to be used as vacancy savings to give raises to the CO II's?

Answer 1 – Tara Diaz: Both "Spice" and "K2" are classified as designer drugs that are easy to manufacture and difficult to recognize using traditional methods. Detecting designer drugs is challenging because as bans on specific compounds go into effect, manufacturers can substitute a closely related substance, creating a constantly moving target. Therefore, the costs of testing tend to vary. Research and inquiry with our vendor is underway to determine a suitable course of action for our vendor.

Director Ryan expressed his concern regarding the quantity of contraband found in the prisons. He provided annual statistics regarding the contraband found in ADC prisons which concluded that 425 weapons, 18 drugs, and 129 phones were confiscated at ASPC-Lewis. The Director expressed concern regarding the introduction of contraband, stating he intends on having a discussion with the County Attorney's Office Lead

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Prosecutor to look into intensifying penalties for those who introduce or possess contraband in prison.

Employee Organization- Staff are concerned with the rising use of the super opioid Fentanyl. Typically Officers do not test for Fentanyl unless there is suspicion that the drug is being used. There is speculation that the offenders will stop using heroin and start using Fentanyl since drug screens are not routinely performed for that type of substance. This is particularly concerning for staff who have to search these offenders, as the slightest exposure to the drug can be very dangerous.

Director Ryan urged that the Officers wear personal protective equipment (PPE) when searching inmates, especially those whom are suspected heroin and fentanyl users.

Tara Diaz stated that the staff at the institutions have been trained on the use of Narcan, PPE, and safety measures to use when conducting inmate searches.

Question 2 – Performance pay and MAP scores, many staff have brought this to our attention. The last merit pay was strictly on MAP when the merit pay/bonus before was everyone got something and also based on MAP scores. The biggest complaint is that there are Supervisors with bias. To base the Merit pay solely on MAP scores provides an avenue for bias and or retaliation against staff. If the Merit pay continues the employee organization(s) would like the department to consider a tier system of sorts, perhaps one based on MAP, discipline, and attendance.

Answer 2 – Tim Rhyne: The current MAP system already takes into account the discipline and attendance of an employee during the appraisal period. The MAP process should be interactive and engaging culmination of discussions during the rating period. Employees should proactively document items to bring forth to their Supervisors. Supervisors in turn, should also have proper documentation to the ratings of their staff. Though the MAP process and the MAP rating scores are not subject to grievance, if an employee disagrees with the first line supervisor's ratings or comments, ADC provides the employee multiple opportunities to address concerns. The employee can provide specific information to the first line supervisor during the evaluation discussion, write rebuttal comments under the appropriate competency to document the disagreement, and submit written comments to the supervisor within 30 days of the appraisal to be included in their personnel file. Further, all MAP's are reviewed and approved by the up-line Supervisor. Also, the merit calculations are done at the Bureau/Complex level, to lessen the impact of deviations on the ranking of an employee's merit payment.

Employee Organization- Staff are concerned that Supervisors are only giving their staff 2.0 MAP ratings, despite employees purportedly going above and beyond in their

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performance. Employees are not getting recognition for their efforts and ultimately aren't receiving the maximum merit pay. There could be a number of reasons why 2.0 ratings are given across the board; it could be due to laziness/lack of care and concern, retaliation or truly an average performance; however, the issue is that not all Supervisors rate according to the employee's actual performance. Another point of concern is the inconsistent way in which employee performance is evaluated. An employee may receive a good MAP score even if he or she has had bad attendance, or discipline, and therefore the employee is eligible for merit pay. The suggestion of a multi-tiered system based on MAP, discipline and attendance would be a fairer approach to looking at merit pay consideration.

Employee Organization - Staff have observed that in the past four to five years the culture with inmates has changed. Millennials and younger inmates communicate differently. It was suggested that staff be educated on ways to effectively communicate with the younger population.

Director Ryan stated that the Department is actively working to enhance communication by teaching motivational interviewing techniques. Director Ryan then stated that he would like to start seeing changes/improvement in the culture in the next three months.

Tara Diaz added that the updated COTA curriculum will address communication.

Question 3 – In the past few weeks we have been hearing rumors on the 12 hour shifts going back to 8 hour shifts. With over 900 officer vacancies does this rumor hold any truth?

- a. What has the department doing to solve the officer turn over since we are still over 900 vacancies?
- b. Has the department considered another "A3-Comittee"?
- c. Has the department considered possibly adding new members to the committee?

Answer 3 – Tara Diaz: No, we do not have a positive change in CO II vacancies. 12 hour shifts will remain until staffing improves.

Tim Rhyne: ADC has explored and implemented a number of strategies to help combat the turnover rate recently. Some key things to consider are below:

- The Director continues to work with the Governor and Legislature with the goal of obtaining a salary raise for CO's. This coming Legislative session, CO salaries are the top priority for the Director to focus on.

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- An A3 was originally convened in 2017 to work on staff retention with several strategies that were implemented to help with the goal of reducing CO vacancies. Some of the improvement actions taken to address the identified root causes of turnover are:
 - Development of a statewide training plan: in service/pre service of Correction Fatigue to Fulfillment to address stress.
 - Incorporating Supervisor self-awareness, behavior training into the Sgt. Leadership Academy and LEAD.
 - Reviewing the Cross Leveling Process to address errors that create work force frustration. Warden Patton provided a position paper as reference guidance for the Department on this subject.
 - Developing a “Thank You” video campaign for statewide electronic billboards.
 - Since the goal to reduce vacancies was not achieved, the A3 for CO Retention was reconvened on July 25, 2018. The team is constructed of some of the original team with additional new members as well.
 - The CO Trainee position was created during CY18 to attract additional talent to the ADC. This position allows ADC the ability to attract applicants not meeting the POST age requirement for a CO I, but still obtain a position within the Correctional Officer series. CO Trainees are eligible for hire at age 18, which has helped us to fill vacant positions. The position is designed to give the CO Trainee the opportunity to perform meaningful work at the prison complex, but without direct inmate contact. Once they meet the age requirement to become a CO, they are strongly encouraged to attend COTA. There were 176 positions designated statewide for the CO Trainee position at various complexes. The program began in March 2018 of this year. We will continue to monitor the data to see if this position has any positive impact on future retention issues and vacancy rates.

The employee organizations shared their concerns regarding the placement of new, less tenured Officers on difficult, higher custody units. They asked if it is possible to have the ability to hand-pick staff for select areas/assignments.

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Tara Diaz stated that preservice training will hopefully help take care of the communication issues as mentioned above; however, she said that the Department cannot put all seasoned Officers in difficult yards. There has to be a blend of both seasoned and newer Officers working cohesively to ensure all yards are staffed adequately.

The employee organizations rebutted by stating that placing tenured Officers at the difficult yards would help decrease the issues that newer Officers experience. The employee organizations suggested that the MAP system be used to allow Captains, Lieutenants and Sergeants to move staff around as needed.

Deputy Director Joe Profiri reiterated that the yards need to be staffed by both seasoned and newer Officers and emphasized the importance of the role the tenured staff play and how they teach and impact newer Officers.

Director Ryan advised that the Department did in fact reconvene the A-3 committee. Exit interviews and the data that came from the A-3 point to the same results; compensation continues to be the number one issue that impacts retention.

Director Ryan recently presented various data to the Governor's office and advised that he will continue to request a pay package. Director Ryan further stated that the Department improved by ten (10) percentage points on the 2018 Employee Engagement Survey in the treatment by supervisors category and saw a 200% increase in comments regarding compensation. He said his priority will continue to be focused on a pay package, which if approved, will be deployed over the course of several years. Director Ryan said the pay package proposal is due to be submitted on September 1, 2018 for the upcoming budget request meeting; however, he will ensure it is submitted to the Governor's office by August 28.

Director Ryan added that the proposal will not include the previous comparison of ADC being in the bottom 25% of surrounding states; rather he is going to focus on other local competitors in Arizona and the starting salaries and benefits they offer that impose a greater threat to ADC's retention. He stated ADC is putting forth a lot of effort to present an evidence based proposal and that he believes something very meaningful will come of this request.

Question 4 – Control rooms at Stiner have been turned into a work station and will no longer be staffed with an officer as a control room officer (and a floor). With the recent issues at Stiner, this is a huge safety concern for staff, as well as, inmates. It is said that this directive came from the ROD. Is this true?

- a. And if it is true, do you recognize the safety concerns of staff?

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- b. Do you support this directive?
- c. And if you do, would you please explain your rationale

Answer 4 – Tara Diaz: No, the direction came from the Division Director of Operations; the NROD is ensuring it is complied with. Stiner Unit is medium custody and will follow the same procedures / practices that all other like units follow.

Director Ryan stated as a result of the Parsons vs. Ryan case, it is imperative to get the inmates out of their cells and walking around. He said that lockdown puts a lot of pressure on inmates and soon thereafter, tensions inevitably start to rise. Director Ryan advised that two thirds of the inmates from Browning Unit who are on death row were moved to Central Unit, Cell Block 5, and are now being managed as Close Unit inmates. That yard in many aspects has since changed for the better.

Question 5 – Recently, Administrators and Program staff were informed of the Governor’s and your mission to reduce recidivism by 25% in 10 years. As an employee of DOC, I believe this goal is possible. This has been discussed with several security staff and they have no idea what 25 in 10 is or what it even means. Security staff may be the most crucial component of this mission. Without their help, this goal will be hard to meet. We are all one team, and we need to work together as one team with a common goal. With no knowledge of the mission/plan/agenda, we will never succeed as a whole team.

Answer 5 – Karen Hellman: Driving the message to the frontline officers (actually all front line regardless of what Division) is imperative if we want to meet the goal and we do not currently have a plan in place to do this. My suggestion would be have our Communications Director, Andrew, put together a workgroup to plan how to drive this down, implement the plan, and then follow up on how/if it is occurring.

A few ways to get the ball rolling:

- A Director’s Message about it incorporating brief clips about Second Chance Centers and Reentry Centers
- Posters in briefing rooms and staff common areas
- Mini info sheets that can be shared in briefings- especially anything highlighting successes
- Covering it in COTA

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- Make it part of all supervisory training
- Encourage staff to have something related to 25 in 10 as one of their performance goals on their MAP
- Training leadership at all levels to incorporate into every decision/ project the question of how this relates to 25 in 10
- Incorporate it into annual trainings, maybe even having its own CBT

This year, we were fortunate to have some uniformed staff at the IPR Summit. We would like to include more next year. Additionally, we have already discussed having a section devoted to where a "programs person" identifies another staff job not typically associated with recidivism reduction (accounting, officers, Deputy Warden, maintenance, etc.), and working with that person to present at the summit and tie that role into 25 in 10.

Director Ryan shared two videos of the Second Chance Rehabilitation Centers for Offenders. He acknowledged that we, as an agency, need to do a better job at explaining what 25 in 10 means. He said that all staff need to learn about the meaning of 25 in 10 and communicate that message to our stakeholders and communities.

Director Ryan stated in FY17, the Department's population decreased by 702 inmates. In FY18, the Department started with 42,200 inmates and decreased by an additional 83 inmates, with 42,117 inmates remaining. Director Ryan stated the population is leveling off. He said it is important to maintain energy toward recidivism reduction programs. He said the Department needs to focus its efforts on offender release. Further, he said there are no additional prison beds on the horizon. During a previous focus team meeting in Washington D.C., there was discussion about reentry and a conclusion that inmate growth has been in decline for quite some time. Director Ryan shared that the projected net growth of the inmate population is expected to bring in an additional 360 inmates per year over the next four years. We currently have a 4% vacancy rate in inmate beds statewide so it is imperative that recidivism and reentry be pushed, taught, and made a priority.

Karen Hellman added that Officers, such as CO II's, are the role models for offenders being released.

Deputy Director Joe Profiri added that 25 in 10 has been incorporated in the Strategic Plan and he strongly encourages all staff to look at it.

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Question 6 – Pension reform for CORP and EORP will appear on the November ballot. The reforms mimic those that were put forward and approved for the public safety pension plan in 2016. This public safety pension plan provided for a replacement of the permanent benefit increase (PBI) with a cost of living adjustment (capped at 2%), based on annual changes recognized by the U.S. Bureau of Labor’s Consumer Price Index for metro Phoenix/Mesa. Will the department urge employees to support this law change?

Answer 6 – Mike Kearns: ADC encourages employees to be informed on the issues and to cast their ballot according to their conscience. This is true of the retirement initiative along with all other issues that appear on the ballot.

Pension and retirement issues are very important issue for employees and the long-term fiscal health of the ADC and the State of Arizona. In FY 2019 ADC was appropriated an additional \$26,561,200 to fund the CORP retirement increase as rates increased from 21.17% to 28.38%. The funded status of the CORP retirement system is approximately 57.3%. Once again, given the importance of the issues surrounding the retirement systems the ADC encourages all employees to be informed on the issues and to cast their ballot according to their conscience.

Mike Kearns mentioned that other State agencies have had issues that would impact them on various ballots over the years, but he was not aware of those agencies urging employees to vote for or against, those measures either.

Question 7 – Although we request that questions regarding pay increases not be asked, we received a large number of questions regarding this issue. Therefore, what is the budget proposal from your office regarding raises for the next legislative session?

Answer 7 – Director Ryan: Staffing and compensation are of critical concern to Director Ryan. As of August 13, 2018, the CO vacancy rate was 14.43% (with complex vacancy rates as high as 31.02%) and there were 960 vacant CO positions. According to market research, exit interviews, and other information compiled by ADC, compensation is a major factor in the level of vacancy and turnover of staff. ADC will continue to inform stakeholders of the compensation issues and plans to include a decision package related to compensation in the upcoming budget request.

The FY 2020 Budget Request and Strategic Plan is due September 4, 2018. Budget developments of decision packages, including compensation issues, are still being finalized. It would be premature to provide details of the FY 2020 Budget request until it has been finalized. However, ADC is developing a multi-year strategy.

Director Ryan stated that his priorities are focused on a pay package and health care.

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Question 8 – Is a voluntary grade demotion, not for disciplinary, the same as a demotion when determining eligibility for merit bonuses?

Answer 8 – Tim Rhyne: Yes. When determining eligibility for merit pay, the Agency does not make a distinction between voluntary and involuntary demotions.

With regard to merit, employees that have a voluntary or involuntary demotion during the previous rating period are ineligible for merit.

The employee organizations expressed their concerns regarding the eligibility for merit pay. Specifically, the organizations gave an example of how an employee may promote to a position, then realize the job is not a good fit, and request to voluntarily demote. The employee organizations' concern is that employees who are invested in the agency who choose to voluntarily demote are being penalized by not meeting the eligibility criteria and subsequently not receiving merit pay.

CHRO Tim Rhyne will perform a further review of the impact of voluntary demotions on merit pay, to determine what options the Department may have regarding this scenario.

Question 9 – The request for protective segregation from inmates is skyrocketing. As soon as an inmate is brought to DOC, they are requesting protective segregation.

- a. Does the Department have a plan to attempt some controls?
- b. Would they take this under advisement and impart something? Or should this be addressed at the institution level under AMS?
- c. Suicide ideation is also the "new" 805. What is the agency doing to formulate a better plan?

Answer 9 – Tara Diaz: Actually 805 requests overall have reduced by over 900 in the past FY. We do have an increase in 805 requests at Alhambra reception, which is currently being evaluated for possible solutions. The IHP process is addressing some of the issues. We are getting more yards that comply with rules and violence is also reducing. We will continue to look for ways to use privileges and programs to make a difference.

You can address this at the unit level through AMS if the need is there.

Tara Diaz stated that the Department will continue to use privileges as a means to promote pro-social behavior in inmates.

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Director Ryan stated that there will be a Director's Instruction that will soon go through the process to determine if the newly committed inmate needs to go through the 805 process. He said that looking at that process will validate the need or refute the need for protective custody or refusal to house placement.

Question 10 – What's being done about the cost of health insurance? Once again still no pay raise but health care costs are going up.

Answer 10 – Tim Rhyne: The state is self-insured, which means that, employees, retirees, and the State pay into the plan to cover the claims. As medical costs increase year over year, we must ask our employees and retirees to share more of the costs to meet our plan expenses.

The Preferred Provider Organization (PPO) and the Exclusive Provider Organization (EPO) plans will have an increase of 3% or on average \$3.00 per paycheck starting in 2019. The EPO plan will now have a deductible of \$100 for individuals and \$200 for families.

To assist employees to help offset this cost we are encouraging staff to participate in the Flexible Spending Account (FSA). The FSA plan is a pre taxable deduction from your paycheck and most people save at least 25% on each dollar that is set aside in the program. It is also available for spending January 1, 2019. For example, if you were to put \$200 into the FSA, which is \$7.70, each paycheck, the entire dollar amount of \$200 is available January 1st. This is a plan we suggest employees take advantage of to help offset the rise in deductibles. However, it should be noted that FSA money must be spent by March of the following year or it will no longer be available; so it is a use it or lose it plan. The FSA money does not carry over year to year.

Another method created to assist employees offset this added cost is the Health Impact Program (HIP). By participating in this program, employees are eligible to earn up to \$200 in cash incentives. Reach 500 points in the calendar year and be paid the incentive in the first quarter of the following year. Points are attained by completing different tasks such as exercising, nutrition programs or preventative medical screenings.

The state will continue to pay approximately 88% of the cost of benefits for all state employees.

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Question 11 – Perryville:

- a. What is the department doing to get more staff almost every institution post below core level on a daily basis, This is not safe for the public. Staff and inmates.
- b. Is their going to be a policy in reference to the correctional Trainees?

Answer 11 – Tara Diaz: The Department has, and will continue to focus on recruitment of correctional officer candidates. In my experience, employees have served as the best recruiters by simply talking to friends and family, thus sparking interest in others to join our field.

Additionally, as has been done over the past few years, ADC will be submitting a pay package request for CO pay increases during this next legislative session. We all recognize staff vacancies can have an effect on public, staff and inmate safety and share your concerns.

It is important to note that Perryville during the time period of January 2018-June 2018 has averaged 12 CO call-in's per day. The average percentage of CO's absent daily exceeds Florence or Eyman, which both have a very high vacancy rate.

We currently have an A-3 project analyzing staff retention. It seems that there is not a problem hiring new officers but have difficulty retaining them. If anyone has ideas on how this can be done better please share.

Tara Diaz stated that ADC employees are the best recruiters we have.

Director Ryan advised that ASPCs Lewis and Perryville have the highest call-in rate and further stated that employees can influence that number.

The employee organizations stated that some yards are only allowing one person to take annual leave per day due to the staff shortage.

Deputy Director Joe Profiri advised that the message being conveyed today is that if employees come to work, annual leave restrictions would be less likely and the circumstances would improve for both the Officers as well as the Units.

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The employee organizations suggested looking at a comparison of the age demographic at the units to determine if there are any trends / correlations between call-ins and age groups.

Question 12 – Winslow:

- a. In Winslow they're giving the COII's 15% stipends. I and others are only getting 10% which we got when we started. Why are we not being fair across the board? Winslow is one of the shortest staffed yards in the state and unlike the rest of the state; we're too far for people to come work OT for us. I know we're not the backbone of the Department as he has put out before but myself I work 24 hrs. a week OT on shift and get posted as a COII. So my question is why do we keep giving the COII's more money while the rest of us who have to pick up the slack are being screwed over?

Answer 12 – Tara Diaz: The issue being raised is somewhat confusing? Is this coming from a uniformed supervisor or a CO III?

You are correct in your statement that Winslow is one of the complexes that is negatively impacted in staffing. While Director Ryan did state that COIIs are the backbone of our organization, he also shared why the decision to expand the stipend for COIIs at ASPC-Eyman, ASPC-Florence, and ASPC-Winslow was made. All had vacancy rates above 25%. Recruitment and retention of CO IIs has proven to be a most challenging issue for ADC. With an improving job market, it makes it even harder to fill positions that historically have proven very hard to fill. The other positions- Sgt. and CO III have not been hard to fill positions.

This in no way is meant to diminish the hard work that is being put in each day and each shift. Nor is it meant to unfairly treat employees differently. The extra hours worked and varied posts worked are appreciated more than can be adequately described in this narrative. Please try to understand that budgeted resources are limited and it is not possible to give each employee the level of compensation that we all wish could be given.

Director Ryan stated that he does not want to develop the same approach as has been done year after year. The salary for the Sergeant, Lieutenant, Captain, Major, and Warden series was previously addressed to eliminate salary compression issues.

The employee organizations acknowledged that since eliminating salary compression ADC has yielded better supervisors.

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Director Ryan added that when Officers promote to Sergeant, it is imperative that they move from the area in which they previously worked to mitigate any issues concerning conflicts of interest. The new Sergeant should not be supervising his former co-workers, allowing that to occur can create favoritism issues.

ADDITIONAL INFORMATION:

Please see below excerpt from Director Ryan’s e-mail dated May 10, 2018, 9:40 a.m.

Expansion of COII Stipends at High Vacancy Prisons

COIIs are the backbone of our organization. As the job market has improved, it has become more challenging for the agency to recruit and retain COIIs. As of April 30, 2018 there were 926 (14.0%) vacant COII positions and ASPC-Eyman, ASPC-Florence, and ASPC-Winslow all had vacancy rates above 25%.

Effective June 16, 2018, stipends will be expanded for COIIs as shown in the table below:

Complex	Current Stipend	New Stipend
ASPC-Eyman	5%	10%
ASPC-Florence, including Globe Unit	5%	10%
ASPC-Winslow, including Apache Unit	10%	15%

These new stipends will be reflected in paychecks beginning on July 5, 2018. These new stipends will also be offered to new employees at the designated locations.

The following stipend categories will not be impacted:

Complex	Current Stipend	New Stipend
ASPC-Eyman*	10% and \$100/pay period	No Change
ASPC-Florence, including Globe Unit*	10% and \$100/pay period	No Change
ASPC-Lewis	5%	No Change
ASPC-Lewis*	10% and \$100/pay period	No Change
ASPC-Safford	5%	No Change
ASPC-Winslow, including Apache Unit	15%	No Change
Stipends for Non-COIIs	Varies	No Change

*These stipends were previously discontinued and are no longer available.

Please note, these stipends are not part of base salary, are subject to availability of funds, are not subject to CORP deductions, and will only be retained so long as the employee is working at one of the eligible geographical locations.

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COIIIs at Winslow that started prior to February 2008 were eligible and retain a 10% stipend that has not been offered to COIIIs since that time.

In lieu of stipends, ADC created threshold (or minimum) salary levels for many security positions that became effective April 3, 2014.

These thresholds are above the minimum of the salary range. All employees below these amounts had their base salary increased to the new threshold levels. This change impacted the permanent, base pay for approximately 440 non-COII security staff (including 128 COIIIs) and dramatically reduced compression issues among security positions. See below:

Job Classification	Minimum of Salary Range	Threshold Level Salary
CO III	\$ 37,425	\$ 42,000
CO IV	\$ 40,865	\$ 50,000
Sergeant	\$ 40,558	\$ 44,500
Lieutenant	\$ 41,224	\$ 49,000
Captain	\$ 44,423	\$ 54,000
CCO	\$ 38,558	\$ 42,000
CCO Senior	\$ 41,224	\$ 49,000
Community Corrections Supervisor	\$ 44,423	\$ 54,000

Conclusion

It is our hope that these steps will serve the agency and the public well by assisting ADC to better staff prisons with trained, experienced, engaged, and dedicated employees. I value each and every one of you, and I wish that resources permitted increased compensation for all ADC employees. The executive team and other key staff have worked very hard the past several months to identify our most critical staffing and retention needs, and to creatively address those within funding constraints. Staffing challenges and competitive compensation are ongoing challenges for most organizations. ADC will continue to work with the Governor's Office and Legislature to address these challenges moving forward.

Question 13 – Is it still necessary to continue the rotation? Senior staffs that are being rotated are treated like they just started. They lose everything they have worked for over the years i.e.; RDOs, shift, operation. Where are the incentives to help keep senior staff?

Answer 13 – Tara Diaz: Staff rotations are necessary as they allow staff to experience different custody levels and develop different skills. Department Order 524 regarding staff rotation is written well, and wardens are following it. Wardens attempt to keep staff who are being rotated on the same shift and if at all possible the same RDO's. If

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staff cannot retain these, policy has a mechanism for the staff to get on a list and they take priority over transfer requests.

Senior staff is the same as others in regards to rotation. All are returned to previous RDOs as soon as possible.

Tara stated that in an ideal world, there would be a perfect blend of experience on all shifts. Instead, what happens is tenured Officers transfer to different shifts, which are perceived as easier shifts, which worsens the predicament.

In regards to use of force and communicating with inmates, Director Ryan stated that we should talk to people the way we want to be talked to. Inmates are human beings and should be treated with dignity and respect and they'll likely reciprocate.

After watching three videos about Reentry Centers, Karen Hellman provided the following statistics on how recidivism is affected by programming.

ADDITIONAL INFORMATION:

- a. Created as a result of the Goal Councils established by Governor Ducey as part of the Arizona Management System
- b. Pre-release program for inmates
- c. Established in March 2017, expanded capacity in Lewis and Perryville the following year
- d. Current capacity: Lewis = 265, Perryville = 63, and Tucson = 48
- e. 60 day program
- f. A sampling of partnerships include: DES, AHCCCS, Homebuilders Association, MVD, Department of Housing, community providers, Dress for Success, ASU, Sun Transit, and various religious organizations
- g. Technical violations from FY17 to FY18 reduced by 3.4%

Snapshot of program progress as of 07/26/2018:

	Lewis	Perryville	Tucson	Total
# Currently Participating	210	42	45	297
# Completed	775	227	283	1,285
# Job Placements	376	118	278	772

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***Please note that in some cases an individual participant may end up with more than one placement. For example, he starts at company A and then 2 months later moves to company B for a higher paying job.

Reentry Centers

PRC started in December 2012

- Homeless
- Sanctions
- Intensive Treatment with Housing
- Day Reporting
- Sex Offenders allowed

MRC started in July 2016

- Sanctions
- Intensive Treatment with Housing
- No Sex Offenders allowed

Variety of services offered at both centers. Partnerships include DES and community based volunteers.

Community Medical Services offers Medication Assisted Treatment at both MRC and PRC for those offenders in the ITH program who qualify and volunteer.

Program Completions at the MRC and PRC:

	Total Sanctions Completed	Sanctions Successful	Sanctions Unsuccessful
MRC	2,004	1,936 (97%)	68 (3%)
PRC	2,434	2,147 (88%)	287 (12%)

	Total Intensive Treatment Completed	Intensive Treatment Successful	Intensive Treatment Unsuccessful
MRC	487	356 (73%)	131 (27%)
PRC	724	325 (45%)	399 (55%)

	Total Homeless Completed	Homeless Successful	Homeless Unsuccessful
MRC			
PRC	1,980	1,124 (57%)	856 (43%)

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Director Ryan advised the group that the Reentry videos are available on YouTube. Below are the links to ADC's Reentry videos:

Second Chances

Link: <https://www.youtube.com/watch?v=bwaMGUFaQ0c>

Second Chances-Reentry

Link: <https://www.youtube.com/watch?v=q1HDJ7zNbe8>

Dress for Success

Link: <https://www.youtube.com/watch?v=zoUHZQHJ1Lo>

Director Ryan said that he is going attend a town hall meeting in the near future and will take approximately 40 stakeholders on a tour to talk to the offenders at Reentry centers. He added that we, ADC staff, need to educate our stakeholders and our communities; we need to talk to leaders and get the word out about our successes.

Close:

Director Ryan thanked those who were in attendance.

Meeting adjourned at 1130 hours

cc: Executive Staff
Wardens
File