Attendees: Senior Parole Officer Waldemar Mehner, Community Corrections, and CO III Martin Diaz, ASPC-Lewis, represented FOP. CO II Clinton Roberts, ASPC-Lewis, represented ACA. Captain Kristopher Menke, ASPC-Perryville, and Sergeant Alejandro Salazar, ASPC-Perryville, represented AZCPOA.

Also present from ADC were Director Charles L. Ryan, Deputy Director Joe Profiri, Inspector General Greg Lauchner, Division Director of Administrative Services Mike Kearns, Division Director of Prison Operations Tara Diaz and Deputy Chief Human Resources Officer John Bogert. Executive Staff Assistant Natalie Poff was present to take minutes.

Director Ryan greeted the Employee Organizations. During the round table introductions, Director Ryan was advised Captain Kristopher Menke was recently elected as President of the QEO, AZCPOA, on July 13, 2019.

Before Director Ryan proceeded to the agenda items, he reminded the organizations to be mindful of the questions that are submitted; specifically, he asked that the questions be articulated in a respectful manner.

**SUBMITTED QUESTIONS AND ANSWERS**

**Question 1** – Field Training Officer (FTO) Incentives: We are asking the Administration to look into adding a "rank" between Correctional Officer II (COII) and Sergeant. The appropriate rank could be Corporal. This rank, which could include a promotion, would create competitive encouragement for COII's to become an FTO. FOP believes that the Department should request the position from ADOA, as the KSA's are sufficiently different (FTO training, duties, etc.) from a COII to support this addition. It is also recommended that the rank include "Uniform rank insignia" to reflect the new status.

**Answer 1** – Division Director Tara Diaz: There are several compensation and staffing packages being considered for the next legislative session, however none have been finalized. A request has been submitted to Director Ryan for review regarding the creation
of a Correctional Corporal. The ADC A3 Retention team received recommendations from the field to establish an intermediate supervisory position to serve in a layer of supervision between the Correctional Officer II and the Correctional Sergeant. Under this proposal, a Correctional Corporal serves as a supervisor over operations within a unit or area and is responsible for the coordination of resources.

Director Ryan advised the employee organizations that the Department’s decision package is due to the Office of Strategic Planning and Budget (OSPB) on September 3, 2019, which will include additional funding for officer pay increases as well as additional funding for some of the items that were proposed by the A3 CO II Retention subcommittee. Director Ryan advised that he anticipates meeting with the OSPB during the latter part of August in preparation for the budget hearing, further reminding the employee organizations that the decision package must conform to the Department’s Strategic Plan.

**ADDITIONAL INFORMATION:**

Director Ryan shared with the employee organizations some of the recent proposals that were suggested by the A3 CO II Retention subcommittee led by Deputy Warden Anne Marie Smith-Whitson. The Director asked the subcommittee to come up with cost saving ideas, ways to increase efficiency, and quick wins to aid in the Department’s efforts to retain its employees. Immediately below are the top proposed ideas that were submitted by the A3 CO II Retention subcommittee (11 pages enclosed). Below that is the document released by Director Ryan on June 28, 2019 titled “Final Advisement on Employee Retention Committee Ideas” which outlines the approved proposals made by the subcommittee (3 pages enclosed).
PROPOSED IDEAS:

ARIZONA DEPARTMENT OF CORRECTIONS
MEMORANDUM

TO: Charles L. Ryan, Director
FROM: CO II Retention Committee
DATE: Jun 19, 2019
SUBJECT: CO II Retention Committee Ideas

ISSUE:

Correctional Officer II's (CO II's) are the backbone of the Arizona Department of Corrections, without their daily efforts to provide direct security services within our prisons we and the citizens of Arizona would be less safe. The Arizona Department of Corrections struggles to maintain a robust CO II's staffing level for two primary reasons, inadequate pay and quality of work-life issues. The June 2019 CO II Retention Committee was formed to develop ideas from CO II's that would positively impact CO II Retention, this is their work.

COMMITTEE MEMBERS:

CO II Katia Aceves, Tucson Complex
CO II Jennifer Gomez, Phoenix Complex
CO II Elias Estrada, Douglas Complex
CO II Philip Winter, Winslow Complex
CO II Aubrey Jennewein, Florence Complex
CO II Adrienne Lamontagne, Lewis Complex
CO II Jerry Rojas, Safford Complex
CO II Ashley Buckhannon, Perryville Complex
CO II Christopher Schroeder, Eyman Complex
CO II Santos Salgado, Yuma Complex
SPA Jim Riggs, Central Office
DWOP Annemarie Smith-Whitson, Eyman Complex

RECOMMENDATIONS:

1) Low or No Cost Ideas:

   a) Restructure Tuition Reimbursement: Currently the Tuition Reimbursement program pays up to $3,000 per employee toward an approved college class(es). Allow employees who currently hold a degree and who have a Federal Student Loan to use up to $3,000 per year toward re-payment of that loan. Place the same stipulation upon said employee, that if they leave in less than a year, they must pay the funds back.

   [Signature]

   Charles L. Ryan, Director

   Date 6:20:19
CO II Retention Committee Ideas
June 19, 2019

b) Notify recent CO II Departures of new Pay Package: Execute a mall campaign to all employees who left ADC in good standing in the last 5 years and describe the new pay package, the current salary and benefits and the Correctional Officer Trainee program. Many retired officers may not want to come back and go through COTA again but may consider a second career in a COT position.

☑ Approved ☐ Denied 6.20.19
Charles L. Ryan, Director Date

c) Director’s Direct Link: Establish a link on ADC.NET for employees to communicate straight to the Director. Similar to the “CO II Retention Form” link, allow employees a forum to share their thoughts, ideas and concerns.

☑ Approved ☐ Denied 6.20.19
Charles L. Ryan, Director Date

d) Reinstate Retired Staff: Allow retiring/replaced staff to reinstated in a CORP position without having to wait an entire year.

☑ Approved ☐ Denied 6.20.19
Charles L. Ryan, Director Date

e) Interchangeable Uniform Pieces: Modify strict policy requirements that dictate what uniform parts and shirt combinations staff must wear. I.e. officers would like to wear their class A shirts with TDU’s particularly in the winter time in order to fit long undershirts under their clothing for warmth. The prevailing consensus is as long as officers are in clean and well-kept uniforms and performing their duties professionally they don’t want to be micromanaged because their class A shirt is mis-matched with a Class C trouser.

☑ Approved ☐ Denied 6.20.19
Charles L. Ryan, Director Date

f) Appeal before Discipline: Revise DO 601 and 517 to exhaust the appeal and/or grievance process of employee discipline, before executing disciplinary sanctions or time off. For example, an officer who is issued a 40 hour SWOP currently must take that 40 hour suspension while he/she is appealing the discipline. The correctional unit loses an officer for an entire week. If the discipline is later modified by the grievance appeal process, ADC must pay back the employee the money they lost, yet we did not have the benefit of the officer on a post for the 40 hours. By allowing the employee to exhaust the grievance process first they are only serving suspension that cannot be reduced on appeal, therefore keeping officers on correctional posts more.

☑ Approved ☐ Denied 6.20.19
Charles L. Ryan, Director Date
CO II Retention Committee Ideas
June 19, 2019

9) **Lock Down Number:** Establish at each unit a number of minimum staff wherein the unit and all non-life/safety activities cease and the unit is locked down.

- Approved  
- Denied  

Charles L. Ryan, Director  
6.20.19

h) **Warden’s Closet:** Although it is unfortunate that we lose staff, when we do, we could ask if they would like to donate their uniforms to the complex. We have a lot of officers on tight budgets for various reasons and often have trouble purchasing new uniform items. These uniforms could be secured in a “closet” at the Warden’s office and if a staff member wanted to purchase a donated item, they could do so for a nominal fee that would go toward the Complex Employee Fund.

- Approved  
- Denied  

Charles L. Ryan, Director  
6.20.19

i) **Seniority:** Establish seniority in ADC by hire date as opposed to time in pay grade. (I.e. a person with 15 years as an officer who promotes to sergeant shouldn’t be second to pick vacations after a person with 3 years in the agency but who has been a sergeant longer.)

- Approved  
- Denied  

Charles L. Ryan, Director  
6.20.19

j) **Tuition Discounts:** Negotiate with State Universities and colleges for tuition reduction for state employees. Treat it similar to tuition reimbursement and require the employee to stay a year for each year of classes or they would be required to repay the discounted tuition amount.

- Approved  
- Denied  

Charles L. Ryan, Director  
6.20.19

k) **Food Truck:** Create a food truck or cart that can be brought onto the back lot of each unit for employee fundraisers. Instead of having employees leaving their units to participate in fundraisers bring the fund raiser to them.

- Approved  
- Denied  

Charles L. Ryan, Director  
6.20.19

l) **DW Shadow Tours:** Have unit administrators spend part of their units tours shadowing CO II’s while they do their jobs so they can have a better understanding as to the challenges of the job and can assist when needed.

- Approved  
- Denied  

Charles L. Ryan, Director  
6.20.19
CO II Retention Committee Ideas
June 19, 2019

m) Flex-Time: Although this is already in policy many supervisors will not approve the use of flex-time for personal or medical appointments or to temporarily adjust their schedule to accommodate for college classes. Give supervisors discretion to permit the use of flex-time.

□ Approved □ Denied
Charles L. Ryan, Director 6.20.19

n) Beards: Allow male staff members to grow their beards. Establish grooming guidelines and charge $1 per week for the privilege of having a beard. The fee could be charged at the start of the year, ($52.00) and the employee issued a beard token (custom poker chip) as proof of payment. The fee could be donated to the Complex Employee Fund.

□ Approved □ Denied
Charles L. Ryan, Director 6.20.19

o) Nail Polish: Allow female staff to wear any color of nail polish they prefer, (nail length would stay the same as outlined in policy as nail length can impact the performance of job duties, however polish color does not). Treat this modification the same as beards, female staff would be charged $1 per week for the privilege to wear whatever nail color they prefer. The fee could be charged at the start of the year, ($52.00) and the employee issued a nail polish token (custom poker chip) as proof of payment. The fee could be donated to the Complex Employee Fund.

□ Approved □ Denied
Charles L. Ryan, Director 6.20.19

p) Career Conversation: At the 2 Year mark in each CO II’s career, require the DW or ADW to have a Career Conversation with each officer regarding promotional opportunities, career plans and ambitions. This conversation can be documented on a single page memo that is placed in the MAP or Personnel file and a copy give to the employee.

□ Approved □ Denied
Charles L. Ryan, Director 6.20.19

q) Minimize Supervisor Movement: Keep supervisors on their assigned shifts longer. Often time a shift will have 4 or 5 sergeants in less than a year. Establish minimum assignment lengths for all supervisors and administrators.

□ Approved □ Denied
Charles L. Ryan, Director 6.20.19
CO II Retention Committee Ideas
June 19, 2019

r) Meeting Reductions: Reduce the time of the meetings to no more than ½ hour if possible. Unnecessary and long-winded meetings and huddles take up too much time and pull staff away from security functions and posts.

☑ Approved     □ Denied
Charles L. Ryan, Director  6.20.19

s) Revise Promotional Process: Require each promotional candidate to take a skills test, i.e. filling out an 805 packet, completing an SIR, running an ICS from start to finish and obtain a letter of recommendation from their Deputy Warden prior to allowing them to test for a sergeant position.

☑ Approved     □ Denied
Charles L. Ryan, Director  6.20.19

l) Rate your Supervisor: On an annual basis have CO II’s surveyed by the Complex Warden to rate their supervisors on a scale of 1-10. Surveys could be anonymous and allow for comments. Results could then be shared with unit management and supervisors in order to provide insight into outstanding and/or poor supervisor performance.

☑ Approved     □ Denied
Charles L. Ryan, Director  6.20.19

u) Redesign Employee of the Month Program: Initiate monthly ballot or re-vamp the nomination form so employees can vote on their peers as opposed to writing out lengthy nomination forms. Give award to staff member who receives the most votes.

☑ Approved     □ Denied
Charles L. Ryan, Director  6.20.19

v) More Community Involvement: Host more public events in the community to demonstrate that Correctional Officers are not intimidating or incompetent but rather hard working at protecting the public and caring members of the community.

☑ Approved     □ Denied
Charles L. Ryan, Director  6.20.19

2) Ideas that Require Financial Commitment:

a) Cleaning Supplies: Ensure each CO II Post has adequate cleaning supplies and equipment.

☑ Approved     □ Denied
Charles L. Ryan, Director  6.20.19
MEET & CONFER MEETING
August 8, 2019

CO II Retention Committee Ideas
June 19, 2019

b) **Medical Insurance Stipend:** For the first time this year ADOA is requiring State Employees to pay a $100 to $200 deductible for their health insurance. Use any savings, pay each employee a stipend to cover that cost.

- Approved □ Denied

Charles L. Ryan, Director Date 6.20.19

---

c) **Eliminate Face Shields:** Eliminate face shields except in those places where inmates are known throwers are housed and go back to using safety glasses. Implement this would require an investment in buying safety glasses for staff in the max custody units.

- Approved □ Denied

Charles L. Ryan, Director Date 6.20.19

* KEEP AVAILABLE AS NEEDED

---

d) **Recognition Letters:** When an officer finds contraband or performs their duties admirably mail a letter of thanks from the unit Deputy Warden directly to their home and place a copy in their MAP and Personnel file. By sending the letter to the employee’s home they have the opportunity to enjoy the moment of praise with their family in their home. The cost would be for postage and quality paper and envelope.

- Approved □ Denied

Charles L. Ryan, Director Date 6.20.19

---

e) **Complex Patch and Unit Pins:** Devise a complex patch for the opposing arm of the uniform shirt or a rocker patch with the name of the complex to be worn above the current ADC arm patch. Cost would be for initial design of patches. Further, the committee recommends that each unit design a pin to be worn on the uniform shirt pocket flap. The team felt this would help to build complex unity and unit pride. Many officers collect pins and patches and would want to collect one from each unit at which they have worked.

- Approved □ Denied

Charles L. Ryan, Director Date 6.20.19

---

f) **Recruiter Cards:** Create business cards that are universal so staff can hand them out to family and friends. Business cards should have recruiter and hiring information. Ensure each unit has a supply to issue to officers.

- Approved □ Denied

Charles L. Ryan, Director Date 6.20.19

---

g) **Modify Personal Business Cards:** Mandate that every person who uses business cards in ADC have the RUSH hiring information on the back of their card.

- Approved □ Denied

Charles L. Ryan, Director Date 6.20.19
CO II Retention Committee Ideas
June 19, 2019

h) **Fulltime Newsletter Staff:** Employees are tired of getting intermittent Complex and ADC Newsletters. Hire fulltime newsletter editors and make that their sole job. Publish a regular ADC newsletter with sections for each complex that the newsletter editor(s) develops and writes. Stop assigning this duty to overworked police and security staff.

- [ ] Approved  □ Denied

   Charles L. Ryan, Director
   Date 6.20.19

i) **Additional Pay for Supplemental Duties:** Employees who are members of specialized teams work and train at these positions more than the average CO II. Pay these employees $.50 more per hour when they are engaged in these activities for training or for call-outs. Chase, TSU, FTO, EEO Liaison, Staff Instructor, CIRT, CNT, Fit-Pro Instructor, Self-Defense Instructor and bilingual translation services (after testing).

- [ ] Approved  □ Denied

   Charles L. Ryan, Director
   Date 6.20.19

j) **Automate Reports:** Automate reports and some duties using RFID technology. Officers can log security, fire/safety, health and welfare checks, key and equipment inventories and informal inmate counts using this technology. Instead of CO II’s focused on writing lengthy journal entries, with a few electronic commands they can document these duties accurately and spend more time supervising inmates.

- [ ] Approved  □ Denied

   Charles L. Ryan, Director
   Date 6.20.19

k) **Stipends:** At complexes where CO II’s currently receive stipends roll that amount into their base salary so it can be counted toward their retirement benefits.

- [ ] Approved  □ Denied

   Charles L. Ryan, Director
   Date 6.20.19

l) **Shift Briefings:** Use 15 minutes of OT each shift to re-implement shift briefings. Officers feel they will be better informed and prepared for their day if they are allowed shift briefing time.

- [ ] Approved  □ Denied

   Charles L. Ryan, Director
   Date 6.20.19

m) **Install Water Filtration Stations:** Install water filtration stations in each unit for staff to use similar to that at Florence Complex. Allow units to purchase replacement filters from unit funds.

- [ ] Approved  □ Denied

   Charles L. Ryan, Director
   Date 6.20.19
CO II Retention Committee Ideas
June 19, 2019

n) **Childcare Stipend or Vouchers:** Implement a stipend/voucher for those who require childcare in order to work and also include monies for meals for children in school. These expenses add up for CO II's and any amount would help toward keeping CO II's from leaving.

  - [ ] Approved
  - [ ] Denied

  Charles L. Ryan, Director
  Date: 6.20.19

o) **Restore Retirement Plan:** Bring back the 20 year retirement plan as opposed to the current 401 type of plan.

  - [ ] Approved
  - [ ] Denied

  Charles L. Ryan, Director
  Date: 6.20.19

p) **Additional Base Pay:** Additional 10% pay raise for all correctional staff to bring them closer to what the counties are paying for similar work.

  - [ ] Approved
  - [ ] Denied

  Charles L. Ryan, Director
  Date: 6.20.19

q) **Corporal Position:** Implement a corporal position for those CO II's interested in taking on more responsibility but not yet ready to take on the full responsibility as a correctional sergeant. Utilize these positions as yard officers, AIC's in specific areas and in support services.

  - [ ] Approved
  - [ ] Denied

  Charles L. Ryan, Director
  Date: 6.20.19

r) **Pay down Excess AL in November:** On the last check in November pay off anyone who is over their allotted Annual Leave. By paying down the leave employees with excess leave will have a large sum of money for the holidays and more staff will be on site through the holidays.

  - [ ] Approved
  - [ ] Denied

  Charles L. Ryan, Director
  Date: 6.20.19

s) **Pay Bonus:** Give CO II's a one-time pay bonus for every 5 years they are with the department in increments, commensurate with their time in service. I.e. 5 years = 5% of their base pay, 10 years = 10% of their base pay, 15 years = 15% of their base pay, 20 years = 20% of their base pay, etc.

  - [ ] Approved
  - [ ] Denied

  Charles L. Ryan, Director
  Date: 6.20.19
CO II Retention Committee Ideas
June 19, 2019

1) **Change Vacation Leave and Sick Leave to PTO:** By changing the leave structure employees will earn leave time at one universal accrual amount.
   - [x] Approved
   - [ ] Denied
   Charles L. Ryan, Director Date 6.20.19

2) **Benefit Awareness Campaign:** Implement a benefits awareness campaign. Many employees do not understand what EAP is and their 12 free visits for mental health care, the tuition reimbursement program, childcare savings account, medical savings account and deferred compensation.
   - [x] Approved
   - [ ] Denied
   Charles L. Ryan, Director Date 6.20.19

3) **Job-Related Injuries:** Allow employees to receive Risk Management benefits from the moment they are injured on the job as opposed to waiting 7 days and having to use their own sick time to cover.
   - [x] Approved
   - [ ] Denied
   Charles L. Ryan, Director Date 6.20.19

4) **Prior Service Buy-Back:** Reduce costs associated with prior service buy-back and also reduce cost for prior military Active Duty buy-back time.
   - [x] Approved
   - [ ] Denied
   Charles L. Ryan, Director Date 6.20.19

5) **Educational Stipend for CO II's:** Implement an educational stipend for 2-4-6 year degrees and doctorate degrees for CO II's. Currently only Sergeant, Lieutenant and Captain's get these stipends.
   - [x] Approved
   - [ ] Denied
   Charles L. Ryan, Director Date 6.20.19

6) **Step Pay Increase:** Implement a permanent 5% per year pay increase from 1 through 7 years of Service for CO II's increasing it from 25%.
   - [x] Approved
   - [ ] Denied
   Charles L. Ryan, Director Date 6.20.19

7) **Uniform Allowance:** Double uniform allowance from $60 per month to $120 per month. The uniform allowance has never been increased despite the cost of the uniforms increasing.
   - [x] Approved
   - [ ] Denied
   Charles L. Ryan, Director Date 6.20.19
CO II Retention Committee Ideas
June 19, 2019

aa) Hazardous Duty Pay: Double hazardous duty pay from $60 per month to $120 per month. This amount has never gone up despite officers in max. custody units dealing with more inmates and more job duties than ever before.

☐ Approved ☐ Denied

Charles L. Ryan, Director Date 6.20.19

bb) 4/10 Schedule: Where possible implement a 4/10 work schedule.

☐ Approved ☐ Denied

Charles L. Ryan, Director Date 6.20.19

cc) Annual Cost of Living Increase: Establish an annual cost of living (COLA) increase for all staff. Don’t wait another 13 years to give staff a raise.

☐ Approved ☐ Denied

Charles L. Ryan, Director Date 6.20.19

dd) Establish a 10 Step Raise for Every Grade: Similar to the Federal system, where every grade gets 10 step raises one for each year of service.

☐ Approved ☐ Denied

Charles L. Ryan, Director Date 6.20.19

ee) Leave Buy-Back: Allow staff to sell their unused sick, vacation, comp. or holiday back to the state.

☐ Approved ☐ Denied

Charles L. Ryan, Director Date 6.20.19

ff) Equipment: Invest in up to date equipment and technology such as radios, computers and tablets. Put log books on tablets or RFID devices.

☐ Approved ☐ Denied

Charles L. Ryan, Director Date 6.20.19

gg) Shift/Weekend Differential: Pay officers who work weekend and graveyard shift a shift differential stipend.

☐ Approved ☐ Denied

Charles L. Ryan, Director Date 6.20.19

hh) Perfect Attendance: Grant 8 hours of Recognition leave to each staff member who has perfect attendance each year.

☐ Approved ☐ Denied

Charles L. Ryan, Director Date 6.20.19
CO II Retention Committee Ideas
June 19, 2019

ii) **Control Rooms**: Invest in updating and remodeling deteriorating control rooms and officer's stations and bathrooms.

   ☑ Approved    □ Denied

   Charles L. Ryan, Director  Date

   6.20.19

jj) **Annual Bonus**: Give each CO II an annual bonus each year of $500 in November. Officers must be present for the full year.

   ☑ Approved    □ Denied

   Charles L. Ryan, Director  Date

   6.20.19

kk) **Part Time CO II’s**: Allow retired CO II’s to work part time. Part-time employees are not eligible for benefits and there for retired CO II’s can return to work right away, without having to pay into a different retirement system.

   ☑ Approved    □ Denied

   Charles L. Ryan, Director  Date

   6.20.19

ll) **Covered Parking**: Install covered parking areas for staff.

   ☑ Approved    □ Denied

   Charles L. Ryan, Director  Date

   6.20.19

* **Solar Panels**
APPROVED IDEAS:

Arizona Department of Corrections

June 28, 2019

To All Staff:

As you are aware, the Arizona Department of Corrections faces a significant CO II vacancy and retention situation. I am grateful to the Governor and the Legislature for the CO multi-year CO pay package, that reflects their understanding and strong support of the gravity of the situation.

But I also know that there are actions we can take internally to help solve this problem. Recently, I convened a new subcommittee that's a part of the larger A3 on CO Retention. This newly formed CO II Retention Subcommittee included a CO II from each prison complex. This team was encouraged to propose creative and meaningful ideas to ADC's leadership, to address both compensation options and quality of work-life improvements.

Led by Eyman DWOP Annemarie Smith-Whitson, the subcommittee members reviewed the many ideas submitted online or through other means, and brought forth 52 ideas to help address our officer shortage and workplace items. I am pleased to announce that 13 of these ideas will be implemented by July 5, 2019. Furthermore, I have approved four DI’s that will cover many of these. In addition, nine (9) ideas will be implemented by July 15. The following ideas, Revised Promotional Process and a Benefits Awareness Campaign will be implemented by July 31. Please see the two pages attached for additional detail on the ideas mentioned above.

We are evaluating the remaining 28 ideas to determine funding requirements and the need for any statutory revisions. I will keep you informed about our progress.

My sincere thanks to the following Committee members:

CO II Katia Aceves, Tucson complex
CO II Elias Estrada, Douglas complex
CO II Aubrey Jennewein, Florence complex
CO II Jerry Rojas, Safford complex
CO II Christopher Schroeder, Eyman complex
SPA Jim Riggs, HRDG Central Office

CO II Jennifer Gomez, Phoenix complex
CO II Philip Winter, Winslow complex
CO II Adrianne Lamontagne, Lewis complex
CO II Ashley Buckhanon, Perryville complex
CO II Santos Salgado, Yuma complex

Further, I would like to acknowledge all the CO's who provided ideas to this team and continue to be creative in proposing ways to make ADC better. I thank all of you for your continued commitment and professionalism as we work to address this critical staffing issue.

Sincerely,

Charles L. Ryan
Director
Arizona Department of Corrections  
COII Retention Committee Approved Initiatives - Implementation July 5, 2019

1. **Beards:** Revise policy to allow male staff members to grow their beards.
2. **Nail Polish:** Revise policy to allow female staff to wear any color of nail polish they prefer.
3. **Minimize Supervisor Movement:** Keep supervisors on their assigned shifts longer. Often times a shift will have 4 or 5 sergeants in less than a year. Establish minimum assignment lengths for all supervisors and administrators.
4. **Appeal before Discipline:** Revise DO 601 and 517 to exhaust the appeal and/or grievance process of employee discipline, before executing disciplinary sanctions or time off. For example, an officer who is issued a 40 hour SWOP currently must take that 40 hour suspension while he/she is appealing the discipline. The correctional unit loses an officer for an entire week. If the discipline is later modified by the grievance appeal process, ADC must pay back the employee the money they lost, yet we did not have the benefit of the officer on a post for the 40 hours. By allowing the employee to exhaust the grievance process first they are only serving suspensions that cannot be reduced on appeal, therefore keeping officers on correctional posts more.
5. **Interchangeable Uniform Pieces:** Modify strict policy requirements that dictate what uniform pants and shirt combinations staff must wear (i.e. officers would like to wear their class A shirts with TDU’s particularly in the winter time in order to fit long undershirts under their clothing for warmth). The prevailing consensus is to give additional flexibility with uniforms as long as officers are in clean and well-kept uniforms and performing their duties professionally.
6. **Seniority:** Establish seniority in ADC by hire date as opposed to time in pay grade. (I.e. a person with 15 years as an officer who promotes to sergeant shouldn’t be second to pick vacations after a person with 3 years in the agency but who has been a sergeant longer.)
7. **Warden’s Closet:** Provide separating staff the opportunity to donate their uniforms to the complex. Donated items to be secured in a “closet” at the Warden’s office for purchase at a nominal fee. Funds to be directed toward the Complex Employee Fund.
8. **Meeting Reductions:** Reduce meetings to no more than ½ hour where possible.
9. **DW Shadow Tours:** Have unit administrators spend part of their units tours shadowing CO II’s while they do their jobs so they can have a better understanding as to the challenges of the job and can assist when needed.
10. **Cleaning Supplies:** Ensure each CO II Post has adequate cleaning supplies and equipment.
11. **Eliminate Face Shields:** Eliminate the requirement to wear face shields except in those pods where inmates are known throwers are housed and go back to using safety glasses. Implementing this would require an investment in buying safety glasses for staff in the max custody units. (**MUST KEEP SOME FACE SHIELDS AVAILABLE AS NEEDED**.)
12. **Notify recent CO II Departures of new Pay Package:** Execute a recruitment mail campaign aimed at all employees who left ADC in good standing in the last 5 years and describe the new pay package, the current salary and benefits and the Correctional Officer Trainee program. Many retired officers may not want to come back and go through COTA again but may consider a second career in a COT position.
13. **Director’s Direct Link:** Establish a link on ADC NFT for employees to communicate straight to the Director. Similar to the “CO II Retention Form” link, allow employees a forum to share their thoughts, ideas and concerns.
<table>
<thead>
<tr>
<th></th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td><strong>Revise Promotional Process:</strong> Require each promotional candidate to take a skills test, i.e. filling out an 805 packet, completing an SIR, running an ICS from start to finish and obtain a letter of recommendation from their Deputy Warden prior to allowing them to test for a sergeant position.</td>
</tr>
<tr>
<td>2</td>
<td><strong>Complex Patch and Unit Pins:</strong> Devise a complex patch for the opposing arm of the uniform shirt or a rocker patch with the name of the complex to be worn above the current ADC arm patch. Further, the committee recommends that each unit design a pin to be worn on the uniform shirt pocket flap.</td>
</tr>
<tr>
<td>3</td>
<td><strong>Food Truck:</strong> Bring in food trucks onsite for employee fundraisers.</td>
</tr>
<tr>
<td>4</td>
<td><strong>Redesign Employee of the Month Program:</strong> Initiate monthly ballot or re-vamp the nomination form so employees can vote on their peers as opposed to writing out lengthy nomination forms. Give award to staff member who receives the most votes.</td>
</tr>
<tr>
<td>5</td>
<td><strong>Perfect Attendance:</strong> Grant 8 hours of Recognition leave to each staff member who has perfect attendance each year.</td>
</tr>
<tr>
<td>6</td>
<td><strong>Career Conversation:</strong> At the 2 Year mark in each CO II's career, require the DW or ADW to have a Career Conversation with each officer regarding promotional opportunities, career plans and ambitions. This conversation can be documented on a single page memo that is placed in the MAP or Personnel file and a copy given to the employee.</td>
</tr>
<tr>
<td>7</td>
<td><strong>Recognition Letters:</strong> When an officer finds contraband or performs their duties admirably mail a letter of thanks from the unit Deputy Warden directly to their home and place a copy in their MAP and Personnel file. By sending the letter to the employee’s home they have the opportunity to enjoy the moment of praise with their family in their home.</td>
</tr>
<tr>
<td>8</td>
<td><strong>Recruiter Cards:</strong> Create business cards that are universal so staff can hand them out to family and friends. Business cards should have recruiter and hiring information. Ensure each unit has a supply to issue to officers.</td>
</tr>
<tr>
<td>9</td>
<td><strong>Modify Personal Business Cards:</strong> Mandate that every person who uses business cards in ADC have the RUSH hiring information on the back of their card.</td>
</tr>
<tr>
<td>10</td>
<td><strong>Tuition Discounts:</strong> Market existing tuition discounts that are available from State Universities and other colleges. Seek to negotiate for further discounts at these institutions.</td>
</tr>
<tr>
<td>11</td>
<td><strong>Benefit Awareness Campaign:</strong> Implement a benefits awareness campaign to assist employees to understand the State benefit package: Employee Assistance Program, tuition reimbursement, childcare savings account, medical savings account, health benefits and deferred compensation.</td>
</tr>
</tbody>
</table>
Director Ryan reiterated from past meetings that the problem is not getting COs in the front door, the problem is keeping employees. Director Ryan advised that additional pay will be part of the decision package. He acknowledged that ADC cannot compete with local competitors such as the MCSO, DPS and other law enforcement agencies. Director Ryan shared with the group that the MCSO recently posted an ad for their Deputy Sheriff classification which starts at a higher rate of pay. Below is an excerpt of the position overview from the MCSO.

**Position Overview**

“Are you a current Arizona law enforcement officer looking for a new challenge? Are you motivated by the opportunity to expand your knowledge and experience in protecting and serving your community? Maricopa County Sheriff’s Office is seeking passionate individuals to join our team as a Deputy Sheriff. In this role, high importance is placed on ensuring public safety is provided and maintained by an individual who takes pride in their work and considers the impact of their actions on an individual, team and organizational level.

We are looking for candidates who possess integrity and strong interpersonal skills. Ideal candidates are skilled problem solvers with the ability to diffuse situations and resolve conflict using good judgment while serving others and the community. If this sounds like the right opportunity for you... your adventure with MCSO awaits!”

Director Ryan shared with the employee organizations that the MCSO commenced a lateral transfer program in February 2019. From January through July, the MCSO has requested the backgrounds of one hundred eighty (180) current or former ADC employees. Of those 180 background requests, one hundred thirty (130) were for current employees. Director Ryan stated that the data tells us that compensation is still a major issue, despite the recent pay increase that was received.

Director Ryan told the employee organizations to think of the 10% pay increase as a start. He stated that he does not agree with his predecessor’s decision to abolish 565 CO positions to incorporate those cost savings into the prior pay package. He said when those positions were abolished the staffing patterns changed. Discussion ensued regarding the staffing patterns that used to be in place, and what it has changed to today and the inherent challenges resulting from those changes.
Employee Organization: The recruiters at Pima County use similar recruitment strategies to that of the MCSO. The employee organization pointed out that although the pay may be better, the increase in net pay is actually minimal in comparison to the ADC, according to Officers who had went on to work for other law enforcement agencies. The employee organization stated that the benefits cost more, yet, less coverage is provided and there are less avenues for promotion that what the Department offers. Additionally, the employee organization stated that the MCSO and other such law enforcement agencies are prone to layoffs. The employee organization concluded that the “grass may be greener on the other side until you have to mow it”.

Inspector Greg Lauchner acknowledged the difficulties ahead with the concerning trend of losing 180 Officers to the MCSO. He also acknowledged the validity of the employee organization’s points regarding the comparison of pay and the minimal increase that would be seen in an Officer’s take home pay.

Deputy Director Joe Profiri acknowledged that the Department does a phenomenal job in recruiting officers. He urged the employee organizations to speak with their constituents to encourage them to do a comparative analysis of the total compensation offered by the Department versus the other contending law enforcement agencies before considering resigning.

Director Ryan reiterated that ADC’s CO starting salary falls behind many of the in-state competitors and shared the following statistics:
### In-State Competitors

<table>
<thead>
<tr>
<th>In-State Competitor</th>
<th>Starting Salary</th>
<th>Vacancy Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Florence Correctional Center (CoreCivic)</td>
<td>$48,630</td>
<td>7.4%</td>
</tr>
<tr>
<td>Eloy Detention Center (CoreCivic)</td>
<td>$44,158</td>
<td>7.6%</td>
</tr>
<tr>
<td>La Palma Correctional Center (CoreCivic)</td>
<td>$44,158</td>
<td>4.4%</td>
</tr>
<tr>
<td>Federal Bureau of Prisons - Safford, Tucson</td>
<td>$41,187</td>
<td>0.0%</td>
</tr>
<tr>
<td>Maricopa County Sheriff ¹</td>
<td>$40,414</td>
<td>13.0%</td>
</tr>
<tr>
<td>Pima County Sheriff ¹</td>
<td>$40,185</td>
<td>Unknown</td>
</tr>
<tr>
<td>Central Arizona Correctional Facility - Florence (GEO)²</td>
<td>$38,085</td>
<td>22.7%</td>
</tr>
<tr>
<td>Red Rock Correctional Center (CoreCivic)²</td>
<td>$37,752</td>
<td>6.7%</td>
</tr>
<tr>
<td>Bureau of Indian Affairs Office of Justice - Navajo Nation</td>
<td>$37,627</td>
<td>33.0%</td>
</tr>
<tr>
<td>Arizona State Prison - Florence West (GEO)²</td>
<td>$36,608</td>
<td>14.3%</td>
</tr>
<tr>
<td>ADC - current ³</td>
<td>$36,207</td>
<td>19.3%</td>
</tr>
<tr>
<td>Pinal County Sheriff ¹</td>
<td>$36,157</td>
<td>Unknown</td>
</tr>
<tr>
<td>San Luis Detention Center (LaSalle)</td>
<td>$35,339</td>
<td>0.0%</td>
</tr>
<tr>
<td>Arizona State Prison Kingman (GEO)²</td>
<td>$35,277</td>
<td>22.2%</td>
</tr>
<tr>
<td>Saguaro Correctional Center (CoreCivic)</td>
<td>$34,320</td>
<td>Unknown</td>
</tr>
<tr>
<td>Marana Comm. Corr. Treatment Facility (MTC)²</td>
<td>$33,176</td>
<td>0.0%</td>
</tr>
<tr>
<td>Arizona State Prison Phoenix West (GEO)²</td>
<td>$29,744</td>
<td>25.5%</td>
</tr>
<tr>
<td>In-state Competitor Average</td>
<td>$38,301</td>
<td></td>
</tr>
</tbody>
</table>

**Director Ryan** stated that the employee engagement data tells us that 82% of the comments received were based on the need for more pay and 13% was based on treatment by supervisors.

**Deputy Director Joe Profiri** asked the employee organizations about the feedback they have received concerning the 10% pay increase.

**Employee Organization:** The feedback has been fairly positive. The constituents agree that the Correctional Series should have received a higher pay increase.

**Division Director Mike Kearns** asked the employee organizations if the pay increase is helping Correctional Officers to stay.
Employee Organization: Some of the employee organization’s constituents are upset that the MCSO is poaching the Department’s Correctional Officers. The recent pay increase has helped a little, but the constituents believe that the Correctional Series should have received a larger pay increase.

Inspector General Greg Lauchner stated that although Director Ryan is working towards getting meaningful pay increases for staff, there is concern that staff may assume that it will take the Department another 10+ years to give employees a pay increase.

Employee Organization: The issue is that the county will constantly change their pay to compete with the Department. If the Department raises the pay for Officers, the other law enforcement agencies will follow suit.

Director Ryan recapitulated his concerns regarding pay, and encouraged the employee organizations to speak to their stakeholders about the total compensation package offered by the Department.

**Question 2 – Staffing Level Reporting:** FOP is attempting to understand two different staffing reports. The first one, Weekly Correctional Officer & Trainee Status Report found via the ADC public webpage at:


And the second report located on the network J drive: J:\CORESTAFFING\Daily submitted\07. July 2019 (7.15.19) - which seems to be updated daily.

When you compare the two reports, the numbers do not match. As an example: If you compare Lewis Prison, Report (July 15, 2019) (Public) shows the prison with 1,044 total FTE, with 872 filled. When you look at Report two (July 15th, 2019) (internal), it shows Lewis having 861 total FTE, with 513 filled.
Can the Administration explain the difference in the reports?

Answer 2 – Deputy Chief Human Resources Officer John Bogert (Status Report)
The Weekly Correctional Officer and Trainee Status Report posted online is a snapshot of the larger Weekly CO/CO Trainee Status/Hiring Report that is published each week. The online version records the number of authorized FTE’s and filled positions. The filled positions in the weekly CO and Trainee Status Report includes those cadets andrehires either in COTA and/or scheduled to report to the institution. The weekly CO/CO Trainee Status Report takes all positions that are filled but not necessarily on site at an institution. In contrast, the Core Staffing Report is relative to operational staffing.

Division Director Tara Diaz (Core Staffing)
The issue was looked into and there was a formatting glitch found on the J drive daily staffing report causing Lewis allocated to be reported under a different institution, as well as some other complexes to have the wrong numbers reported for total FTE. We reviewed each institution’s chart to ensure everyone was reporting accurately. The issue was resolved and the core staffing charts were redistributed.

Director Ryan shared that the Department’s recruitment team is hard at work to fill the vacant CO positions. He stated that Officers are allowed to work up to 32 hours of overtime to cover posts. He acknowledged that call-ins seem to be getting worse, particularly in the metropolitan areas such as Phoenix, Perryville and Lewis. He stated that, although the vacancy rate is much higher at ASPCs Florence and Eyman, their call-in rate is not nearly as bad as those in the metropolitan areas.

Employee Organization: The culture at some institutions is to work 8 hours and go home without concern for others or without doing anything more than the minimum requirements of the job. The staff at ASPC-Lewis used to have more camaraderie, now it seems that the employees only look out for themselves.
Division Director Tara Diaz stated that ASPC-Lewis has had the highest call-in rate for the past ten years. She stated that everyone, the leadership, as well as the line staff all own the culture. Staff and leadership all need to encourage a positive cohesive culture. Division Director Mike Kearns added that all levels of staff need to find the positive in Corrections and rally around those thoughts and sell those ideas to others. One person alone cannot change the culture, but collectively, staff and leadership can encourage a positive culture change.

**Question 3** – ASPC-Lewis, Morey Unit: Does the Administration have an ETA for Morey Unit to be reopened?

**Answer 3** – Division Director Mike Kearns: More details will be available after the Contractor makes awards to subcontractors.

Division Directors Tara Diaz and Mike Kearns stated that a major milestone has been reached as of Wednesday, August 7, 2019. Additional details will be provided when more information is available.

Deputy Director Joe Profiri stated that as Morey Unit opens, other units may close.

Division Director Mike Kearns stated that the plan is not to reuse parts from the broken door locks, rather, the parts will be completely replaced.

Director Ryan advised that the current pneumatic doors will be replaced with a rack and pinion locking mechanism. He said despite which system is used, staff have to thoroughly inspect the doors and tracks; staff have to look for items that are used to tamper with the doors and be on the lookout for the various methods in which inmates tamper with the doors. Director Ryan stated that the pins in the doors have been in place for 20 years; however, he believes that staff got comfortable with the pins which ultimately led to the padlocks having to be used. Director Ryan again stressed the importance of staff thoroughly checking the doors and tracks.
Question 4 – Compensation Increase: Does the Administration have any information or intention of asking for additional funds for staff compensation for the next fiscal year, other than the 5% proposed by the Executive?

Answer 4 – Division Director Mike Kearns: The 10% increase for the security series (and other key salary adjustments) included in the Governor’s public safety compensation package and FY 2020 budget were critical for employee recruitment and retention efforts.

Our collective efforts to improve recruitment and retention will not stop. In June 2019 Director Ryan established the COII Retention committee, comprised of COIIIs, to develop ideas that will increase recruitment/retention efforts. After just two weeks the group submitted 60 ideas for consideration. Many of these ideas will require additional funds and will be considered for inclusion in the Budget Request but others were able to be implemented immediately.

The annual Budget Request is currently being developed. The COII Retention Committee submitted 17 ideas related to employee compensation. These ideas (and others) are being considered for inclusion in the ADC budget request. The details of the budget request will be available on September 3rd.

While compensation is a key component, it is imperative that we look for other ways of improving recruitment and retention within ADC. This might include efforts to improve supervision, raise employee morale, streamline processes, improve staff safety, etc. In addition to the COII Retention Committee Director Ryan has created two additional means for employees to generate ideas and provide feedback. The “Director’s Direct Link” and the “CO Retention Feedback Form” are both available on the Intranet and are aimed at hearing suggestions from ADC employees to make ADC a better place to work. We want and need your ideas and solutions.

Question 5 – Is the department going to fight to get the newer staff and existing staff to receive the 20 retirement? We can't retain staff with the 401k plan.
**Answer 5** – Division Director Mike Kearns: Regarding retirement, the current funded status of the Corrections Officer Retirement Plan is very low. This has caused recent changes in legislation to a 25 year full eligibility and subsequently a 401k style Plan. It is very unlikely that ADC will be able to convince the Governor and Legislators to change this back due to the cost.

Division Director Mike Kearns added that the prior 20-year retirement plan is very expensive and cannot be sustained without substantial funding from the legislature.

Inspector General Greg Lauchner stated that the key for ADC to retain staff is to start with a competitive wage.

Employee Organization: Inquired about the use of a more conventional retirement drop program versus the current reverse drop program.

Division Director Mike Kearns advised the employee organizations that the retirement drop program would require legislative approval.

**Question 6** – Are we still getting the 5% raise next year? Can we try to get all of The Department of Corrections employees a raise? The backbone of our department, secretaries, bankers and etc.

**Answer 6** – Division Director Mike Kearns: The 5% raise for FY 2021 recommended as part of the Governor’s public safety compensation package was not implemented as part of the FY 2020 budget. This means that in order for staff to receive the additional 5% increase in FY 2021 it will have to be included and passed in the FY 2021 budget.

The additional 5% will receive strong consideration in the upcoming budget process and Legislative session. One of the primary focuses of the upcoming Legislative session will be to continue to elevate the concerns related to recruitment and retention as well as competitive compensation to policymakers.
There were many deserving employees that were not included in the Governor’s public safety compensation proposal for FY 2020. ADC will continue to raise awareness about the need for additional compensation for all ADC employees.

**Question 7** – How long will it take to get the information for the part time employees, and benefits plan, and qualifications out to the retirees?

**Answer 7** – Deputy Chief Human Resources Officer John Bogert: Information has been mailed out to retirees and former CO’s who left in good standing regarding part time opportunities. Additionally, brochures are being created to be given to unit administration outlining hours, benefits and the hiring process involved in returning to a part time CO position.

Deputy Chief Human Resources Officer John Bogert advised that the RUSH unit sent out 2,000 post cards to retirees and former CO’s to garner their interest in part-time CO opportunities. Despite those efforts, only about a dozen inquiries have been received regarding part-time positions.

Division Director Tara Diaz stated that in addition to the part-time CO positions, ADC is still utilizing the Correctional Officer Trainee positions. She advised that the Wardens will work with HR to ensure the part-time hours are tracked and are in compliance.

Deputy Director Joe Profiri added that 176 positions have been allocated for COTs, and the Department fully intends on utilizing those positions to support staffing needs.

**Question 8** – Regional Stipends: Has there been any thought to raising the regional stipends for Lewis back to 10%. Or since Yuma and Perryville Officers do overtime at Lewis, Tucson, Florence, and Eyman, is there a way to pay the current stipend for their overtime hours worked at those prisons?

**Answer 8** – Division Director Mike Kearns: Similar ideas have been considered as we have evaluated changes to stipends and other pay incentives. Both ideas have merit and
are worthy of consideration. The ideas have been shared with the COII Retention Committee. Thank you for putting these forward; please encourage your members to share ideas through the “Director’s Direct Link” and the “CO Retention Feedback Form”.

**Question 9** – Leave without pay: ACA had brought this up before and feel that this should be brought up again. The LWOP process should be similar to other departments. Leave balances taken in place of LWOP. ACA’s suggestion is to revisit the subject with the retention committee. How much overtime would the department save by changing this due to not covering the shifts with overtime from LWOP?

**Answer 9** – Deputy Chief Human Resources Officer John Bogert: An employee may request the use of any available annual leave for a period they desire to be away from work. Approval of leave is dependent on the ability to properly staff the unit.

In relation to disciplinary suspensions, the Arizona State Personnel Rules state that an agency head may suspend an employee without pay for cause (R2-5B-303). The rule does not provide an allowance for suspension with pay.

Deputy Director Joe Profiri pointed out that the Department cannot institute effective behavior modification when employees are paid by using annual leave instead of leave without pay.

**Question 10** – Any updates on the doors?

**Answer 10** – Division Director Mike Kearns: ADOA and ADC have worked collectively to identify 2 locking solutions for the issue at Lewis. The CMAR contractor JE Dunn will be ordering a locking solution within the next week. We anticipate the delivery of the locks within 12 weeks at which installations will begin. More details will be available after the Contractor makes awards to subcontractors.

**Question 11** – Can you please explain any recent changes in the operations vs. shifts positions?
**Answer 11** – Division Director Tara Diaz: The only position was the Kitchen Officer from operations to shifts at Winslow, Florence, Eyman, Lewis and one unit at Tucson. The Kitchen Officer position has always been on the shift rosters but had been moved. This should not have occurred. Kitchen duties are a shift function and have a relief factor built into the post chart for a 10-hr. shift. Operation positions don’t have a relief factor.

**Question 12** – What’s the rationale for the change in the Captain and CO IV hours/shifts?

**Answer 12** – Division Director Tara Diaz: The work hours for Captains and COIVs were established 8+ years ago. The decision to change their hours to normal business hours were due to succession planning. The Captain and COIV are part of the Unit Administration and they work closely with their Deputy Warden and Associate Deputy Warden.

**Question 13** – There has been much discussion regarding the recent DI377 that pertains to DO 503, employee dress and grooming. Some staff are confused as to how to have a beard yet be in compliance when working some units, such as TSU, etc. Can you clarify how staff should proceed?

**Answer 13** – Division Director Tara Diaz: Policy revision is currently underway which upon publication will clarify the new beard policy. The anticipated publication date is August 21, 2019.

Division Director Tara Diaz added there is a proposal currently being considered for annual N95 fit testing. She advised that although the policy allows for beards and goatees, the N95 masks are required for certain positions such as TSU and Transportation which is an Arizona Division of Occupational Safety and Health (ADOSH) requirement. The policy will clarify how staff are to proceed with the grooming requirements when called upon to perform duties that require N95 masks.
**Question 14** – With the current budget constraints, what recommendations do you have in terms of purchasing supplies at the unit level?

**Answer 14** – Division Director Tara Diaz: The Division Director and Prison Operations Business Administrator decide the budget for each complex based on funding, the previous year spending, and projected fixed costs such as utilities. The Warden determines the budgets for the units.

The Deputy Warden determines how the unit’s budget is assigned and spent. If the Deputy Warden determines there is not any funding for items/projects, they are to elevate to the Warden. If the Warden cannot fund, the Warden elevates to the ROD who will then elevate to the Division Director if unable to assist with funding.

Division Director Tara Diaz stated that there was and continues to be a constant battle with the toilet paper use and the abuse of the supply that is offered to the inmate population. Ultimately she reiterated that requests for funds to purchase toilet paper should go through the appropriate channels as specified above.

Employee Organization: The employee organization constituents would like to see an increase in the uniform allowance.

Director Ryan stated that there will be many opportunities to make suggestions for the betterment of the agency. He announced that there will be retention committees for fourteen (14) classifications. The suggestions that come from those committees will then be submitted to the Director for consideration.

Deputy Director Joe Profiri thanked the employee organizations for their participation and feedback during the meeting. He advised the employee organizations that they are welcome to provide additional feedback and suggestions to the Director’s office at any time.
Director Ryan advised the employee organizations that Democratic legislators will be visiting select institutions sometime in September.

Close:
The Director reminded the employee organizations of his open door policy and encouraged them to utilize the opportunities they have to communicate the questions and concerns of their members more frequently; they do not have to wait until the quarterly meetings to do so. Director Ryan thanked those who were in attendance. Meeting adjourned at 1050 hours.

cc: Executive Staff
    Wardens
    File