

The Arizona Department Of Corrections

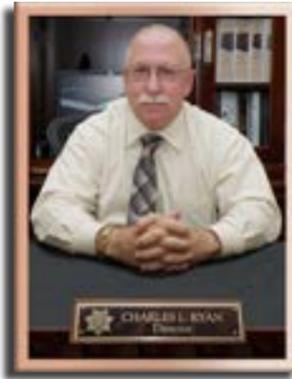


Volume 16, Issue 03

Director Charles L. Ryan



**Arizona Honors National
Correctional Officers Week**



From the desk of ADC Director Charles L. Ryan

Calling All Employees!

We need your help. Are you interested in improving how ADC does business? Are you interested in continuous improvement? Help us as we roll out the new Arizona Management System (AMS) which is being implemented by Arizona state agencies. Join us and your fellow employees as we begin our discussion on the best ways to deliver better results utilizing **Lean** tools and principles.

What is Lean? Lean is all about continuous improvement, delivering better results faster. And for us, it also means accomplishing great results while never losing

sight of our primary mission to operate safe, secure, and orderly prisons. Applying Lean principles identifies duplicative and unnecessary steps in processes and eliminates those steps to the point where the process is waste free and the quality of our work is second to none. Importantly, Lean is **not** a code word for reductions in our workforce.

Why Lean? You are the expert on your job. You have the knowledge to make it better. With so many priorities competing for your limited time and resources, we need efficient processes to get our work done. Lean tools and principles offer a way to do that – to focus and direct your knowledge to improve the job and the work environment. You deserve to come to work each day knowing your ideas are valued and motivated to find better ways to do your job – to increase your contribution to ADC and to the Arizona taxpayers. Let's identify these opportunities together. Let's continuously improve together.

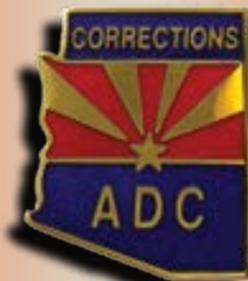
Where are we now? A team of dedicated employees and supervisors has applied Lean principles to several projects over the past year, and has proudly reported significant reductions in the time it takes to hire a Correctional Officer and to complete the inmate intake process. Another project involving ADC and the Arizona Board of Executive Clemency is expected to achieve similarly impressive results. A Project Team consisting of members of our Executive Team, which includes the Office of Continuous Improvement, will now begin to plan our AMS framework and related performance measures. This team will reach out to employees at all levels for input and participation, and then will support and guide you as we journey forward together.

Where are we going? We will keep you informed with regular updates. We will seek your feedback along the way. Within the next two months, you will receive more information and training to help you better understand the Lean principles and their application to your work. Soon you will be requested to participate in a change readiness assessment, which is similar to our current employee engagement survey, but which will specifically focus upon developing our communication and training efforts to reinforce your direct involvement in the coming months.

It is time to open a new chapter for management. The AMS directly supports our ADC core values of **Professionalism, Responsibility, Integrity, Courage,** and **Efficiency (PRICE)** by increasing the worth and value of each task that is part of your roles and responsibilities. Looking at our work in this way ensures that every action counts. Together, with teamwork and collaboration, we will apply the AMS to the important work that we do for the citizens of the State of Arizona every day. The result will be a stronger workforce and a better environment for you to work in!

Sincerely,

Charles L. Ryan
Director



The Directions is an official publication of the Arizona Department of Corrections. This publication is to promote the work of ADC and the achievements of its staff. Questions and comments are welcomed and encouraged at Directions@azcorrections.gov

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Governor Doug Ducey signed this Proclamation affirming May 1st through the 7th as Arizona Correctional Officers Week. The proclamation was presented to the Arizona Department of Corrections in a special ceremony at the Governor's office in the State Capitol. Photos of the event and additional information can be found on pages 8 through 11.

Correctional Officer vs Guard: What is in a Name?

Special Contribution by John Bogert, RUSH Administrator

There are professional and unprofessional people in many areas of work. There are attorneys and there are ambulance chasers, Account Executives are sometimes referred to as the dreaded salesmen. The titles associated with someone's career can reveal a lot about the person and their profession. The reasons for the different titles may vary, but there are three qualities that differentiate and define those who are professionals: training, attitude, and commitment. Sure, there are guards...and then there are Correctional Officers. Those who earn the title of Correctional Officer have undergone a comprehensive selection process, rigorous training, along with regular and consistent follow-up education and training.

ADC's Directions asked RUSH staff to weigh in on the difference:



Sgt. Michael Fox: When working in a professional environment, having a title that correctly personifies what you do has a very important and deep impact. When working in a correctional institution, there are several keys to success. First, you need to meet all standards of hire. Second, the attendance and completion of a rigorous training academy is needed, not only for successful integration into this industry, but the overall well being of you as a professional and a person. Third, the continued training and redundancy that keeps our agency going. Without this training, we would simply objectify an individual wearing a uniform, a "guard" performing a service.

With the title of "guard," you get a mental image of someone sitting at a desk, watching an empty building or a vacant lot, without a lot of mental or physical requirements attached to a title like this. When you are identified as a "Correctional Officer," an image of a professional, dedicated and engaged individual comes to mind. Not only do we work in a dangerous environment on a daily basis, we are also tasked with successfully maintaining order and organization of the worst individuals of our society.

That being said, the correct title can go a long way in giving a positive and impactful impression to anyone reading it, thinking it, or hearing about it. So, when you enter this industry, please refrain from calling us "guards," as we have earned the right to be called "Correctional Officers"!



Sgt. Daniel Coleman: A Correctional Officer is an instrument of change, standing as an example and guide for those who society has deemed too dangerous to walk freely among them. By providing a barrier of protection for society from inmates, we are often mistaken for guards. But that is only one minor aspect of what we do and does not accurately reflect the public trust placed in us.

The title "Correctional Officer" accurately reflects the duties performed within the Arizona State Prison system. As a Correctional Officer, it is my responsibility to be a model of integrity and professional behavior for the inmate population. By exemplifying these characteristics, I maintain the moral authority and respect of the inmate population, giving me the ability to raise the expectations of their own behavior. It is a Correctional Officer's responsibility to expose inmates to tools necessary to make better decisions, reflecting a stronger moral character in the hopes that a more productive member of society is released from prison.



Sgt. Julie Russo: A Correctional Officer signifies ethical standards, sworn commitments, and integrity in decision making. A guard is a simple explanation of monitoring, and the protection of someone or something.



Sgt. Jose Matty: I am a trained professional in protecting the public from those who have broken societies trust. I abide by many rules: Federal and State laws, Department orders, rules and regulations and, most importantly, maintaining my integrity. I put aside all judgment towards the felons trusted to me in assuring I do the right thing.



Lt. Herman Logan: I prefer to be called a Correctional Officer instead of a guard. The reason being is I don't guard anything or anyone. I directly supervise and manage inmates who are incarcerated in the State of Arizona.



Sgt. Rick Coppinger: I think of a guard as someone who has not been through a formal academy to teach them the right way of doing their job – akin to a security company hire with no training and placed in a situation that they may or may not be able to handle.

A Correctional Officer is a highly motivated individual that has been through in-depth academy training by experienced personnel. To be a called a Correctional Officer, you are viewed as a highly respected individual and most citizens thank you for what we do. We are professionals on and off the job; we are looked at as part of law enforcement due to being POST certified in some of our training.

Correctional Officers exhibit a constant commitment to Professionalism, Responsibility, Integrity, Courage, and Efficiency. Their actions present their work as much more than simply guarding property or prisoners. These corrections professionals are committed to providing safety and security to the public, fellow staff, and the inmates. They risk their safety every day at work, and they do it with a positive attitude geared to serving others. They are professionals, they are Correctional Officers.



2016 LETR

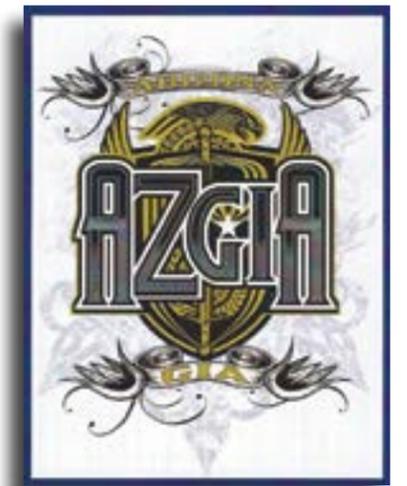
Article and photos provided by Complex and Directions Staff

The 2016 fundraising for the Law Enforcement Torch Run to benefit Special Olympics Arizona is well under way. From January through the end of May, the Arizona Department of Corrections has raised nearly \$135,000, and the year is not even half over. Between May 1-7, ADC staff participated in a number of LETR runs around the state. Keep up the great work!!!



ADC Officers Honored at AZGIA Conference

Article and photos provided by Directions Staff



The 9th Annual Arizona Gang Investigators Association (AZGIA) Conference was held in Tempe, Arizona on June 6-9 and three ADC officers were recognized during the 2016 AZGIA Award Ceremony.

Each year, AZGIA presents awards to deserving individuals in areas of Citizens Award for Courage, Law Enforcement Courage Award, Award for Excellence, Intervention/Prevention Award and Lifetime Achievement Award.

This year, Lt. Aurelio Quintero, ASPC-Florence/SSU and Lt. Luis Matos, ASPC-Lewis/SSU received Awards for Excellence, which is presented to those who have gone above and beyond in their work to reduce gang related crime in their community.

Lt. Carlos Reyna from ASPC-Eyman received a Lifetime Achievement Award, which is presented to those who have devoted a significant amount of time during their career related to gangs and demonstrating exemplary work to be held up as a role model.

Congratulations to Lt. Quintero, Lt. Matos and Lt. Reyna. Your dedication to perform your job above and beyond its normal scope is to be commended and serve as an example to us all!



*Top Photo: Lt. Carlos Reyna / ASPC-Eyman receives the AZGIA Lifetime Achievement Award from Chandler Police Det. Rob Scotford.
Bottom Photo: Lt. Aurelio Quintero / ASPC-Florence (center) and Lt. Luis Matos / ASPC-Lewis (end) receive their Awards of Excellence.*

Arizona Correctional Officers Week May 1 - 7 2016



2016 National Correctional Officers Week

The Arizona Department of Corrections proudly celebrated the 32nd Annual National Correctional Officers Week, recognizing the excellence with which our distinguished Correctional Officers perform their duties.

In 1984 President Ronald Reagan signed Proclamation 5187, creating "National Correctional Officers Week." Each year, the first full week in May commemorates the contributions of Correctional Officers and personnel who work in jails and prisons across the country.

On May 3, Correctional Officers

representing each of the state's ten prison complexes were invited to participate in a proclamation presentation hosted by Governor Doug Ducey at the state capitol.

The work of the Correctional Officer requires due diligence and dedication, qualities that the men and women of the ADC routinely demonstrate as they tackle the challenges and opportunities presented daily in the management of our inmate population.

There isn't a day that goes by that our Correctional Officers do not make a positive and measurable difference.



From ASPC-Perryville: CO II Andrea Bloomingdale



From ASPC-Phoenix: CO II Ada Miller



From ASPC-Douglas: CO II Debra Lynn Campoy



From ASPC-Eyman: CO II Steven Chos



From ASPC-Safford: CO II Debra Caren Tree



From ASPC-Tucson: CO II Edwin Victor Yazon



From ASPC-Florence: CO II Noemi A. Alfonso



From ASPC-Lewis: CO II Anthony Young



From ASPC-Winslow: CO II Ronald Fredericks



From ASPC-Yuma: CO II Emilio Dorame

Perryville's "Best Kept Secret" Retires

Photos and article provided by AA III Allison Messerschmidt & AS III Barbara Curran



Warden Frigo on her last day at Perryville with her "Entourage"

1st Row – DW Dave Mueller, CO IV Kathy Sweet, Warden Judy Frigo, SROD Joe Profiri, DWOP Kim Currier, ESA Nina Ramirez, Jessica Cruz and CO IV Theresa Gant. 2nd Row – DW Jo Chiu, Capt. Donna Vargas, CO IV Zoraida Weiss, DW Elizabeth Oros, DW Cindy Neese, AA III Allison Messerschmidt, DW Kim Johnson, AS III Barbara Curran and ADW Bertha Willis. 3rd Row – CO IV Karen Abbott, Capt. Eoin Bailey, ADW Steve Panza, DW Joshua Karkhoff, DW James Roan, Capt. Dan Ford, ACJIS Robin Noble, Capt. Blake Jensen, CO IV Janah Barreras, ADW Dale Golder and DW Carol Ortiz

According to the National Bureau of Statistics, the average person is said to have at least 11 jobs throughout their lifetime. Now, not too many people can say they spent 38.7 years working for the Department of Corrections and certainly, not too many people are like retired Warden Judy Frigo.

With both sadness and joy, Perryville said goodbye and happy retirement to someone who literally grew up with the Department. To explain the sadness and joy - we are always sad to see someone who we have become accustomed to seeing every day, someone whom we respected and cared for leave; however, it was with joy we said goodbye because we knew she was off to pursue her retirement years fulfilling dreams of

travel, education, excitement and photography. Warden Frigo was what a lot of us considered the "best kept secret at Perryville".

She was a person who stood her ground when necessary but understood and listened to both sides of the story before making judgments. It takes a special kind of person to be a Warden and that was exactly what Judy Frigo was – a very special kind of person.

Judy L. Frigo began her career with the Arizona Department of Corrections in September 1979. Before coming to the Department she received both her Bachelor's and Master's Degrees from universities within her home state of Illinois. Yes, she was a Bears fan and she let you know it!!

During her time with ADC she has held many positions starting from CPOI in 1979 up to COIV in 1989, Associate Deputy Warden in Florence, to Deputy Warden of Santa Maria, Deputy Warden of Arizona Center for Women, Deputy Warden of Operations-Phoenix, Deputy Warden of Operations-Florence, followed by her promotion to Warden of ASPC-Phoenix from 2002-2004 and Warden of Florence from 2004-2006. She was then promoted to Inspector General from 2006-2010.

Her last call of duty was Warden of Perryville from April of 2010 until April 2016, where she ended her 38.7 year long highly decorated career. What an accomplishment!

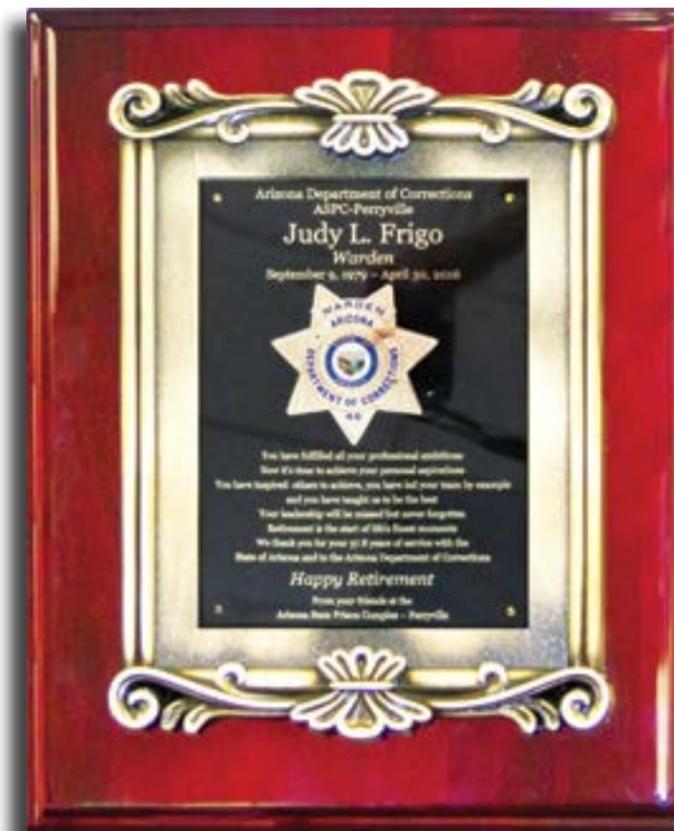
Following her last Executive Staff Meeting in March, staff from ASPC-Perryville held a small celebration on April 19.



Director Ryan presented Warden Frigo with the Governor's certificate and plaque with her retired badge from staff at Perryville at the Warden's meeting on March 30, 2016 and recognized her for her almost 40 years of service.

If any of you knew Ms. Frigo, she was one not to make a fuss over, even though we tried to have a big party for her!

Warden Frigo was a friend, a leader and a mentor to all who met her. She will be missed by not only the Perryville Complex, but the entire Department!



Almost 40 years of service. May your next 40 years be filled with all the travel and adventure your heart desires. Happy Retirement Judy... YOU have earned it!!!



Employee Spotlight: CO II Santos Salgado/ASPC-Yuma

Where were you born?

San Luis Rio Colorado, Sonora Mexico.

What is your fondest childhood memory?

Going to the circus with my mom and dad.

Where is your favorite place to vacation and why?

The Bahamas, because the weather is beautiful, the people are great and you are at the beach.

What are your hobbies?

Reading, spending time with the family.

What are your favorite sports and/or teams?

Football. Both the Arizona Cardinals and San Diego Chargers.

What brought you to Arizona and when did you arrive?

I grew up in Arizona; went to California and returned back to Arizona about 1 1/2 years ago.

Would you like to share anything about your family?

When growing up, my mom was a single mom with 10 kids. She was a "Super Mom", both my role model and my mentor. Now I am blessed with my wife and son, who is my pride and joy.

What are your family fun spots?

Sedona, Big Bear, Jamaica and the Colorado river. I love traveling and going places.



Santos hanging out at one of his most favorite vacation spots, Nassau!



As part of his duties, Officer Salgado is an FTO to new officers.



Santos is a proud father at his son's graduation from kindergarten.

What did you want to be when you grew up?

A psychiatrist.

When did you join the State of Arizona?

I started my career in 1996 at ASPC-Florence, Central Unit; death row. In 2000, I left to attend school and earned my Bachelor's degree. I then worked for Adult Probation for seven years and then attended nursing school. In 2010 I returned to ADC.

What positions have you held with the Department?

My first job was supervising outside inmate work crews. I've also worked as the back-up officer for count movement and M & P.

How many years have you been with the ADC?

10 years.

If you win the lottery, how will your life change?

It would make my life easier and allow me to do the things that I would want to do, ...like help those in need.

Is there anything unique that you would like to share about yourself?

I try to be positive, make the best of what is given to us and live life with no regrets. When I look back on my life, I want to be able to say "I had a good run."

ADC Staff on the Move

The following Grade 23 and above staff members have either been hired or retired, transferred or promoted. Congratulations on their new assignments!

TRANSFERS & PROMOTIONS



James Burdick

4/9/2016
Interagency Transfer to ADC as HRM IV

Mark Jacobsen

4/9/2016
Transfer to DW at ASPC-Yuma/Cibola Unit

James Roan

5/7/2016
Lateral transfer as DW to ASPC-Lewis

Jason Monson

4/2/2016
Promoted to DW at ASPC-Tucson/Rincon Unit

Denise Stravia

3/26/2016
Relocation to Strategic Planning Manager

Jeffrey Van Winkle

4/2/2016
Transfer to DWOP at ASPC-Florence

Melissa Wallace

4/9/2016
Transfer to DW at ASPC-Winslow/Apache Unit

Monica Taylor

4/9/2016
Promoted to DW at ASPC-Douglas/Mohave Unit

Vivian Baltierra

4/9/2016
Promoted to DWOP at Tucson

Monica Taylor

4/9/2016
Promoted to DW at ASPC-Douglas/Mohave Unit

Karen Hellman

4/9/2016
Promoted to IPR Division Director

Walter Hensley

4/2/2016
Promoted to DW at ASPC-Eyman/SMU

Edwin Jensen

4/2/2016
Promoted to DWOP at ASPC-Yuma

Esiquiel Aguilar

4/9/2016
Promoted DW at ASPC-Yuma/Cocopah Unit

Norman Twyford

5/7/2016
Promoted to DWOP at ASPC-Perryville

Kimberly Currier

5/7/2016
Promoted to Warden at ASPC-Perryville

NEW HIRES & RETIREMENTS



Mary Suhre

New Hire 4/18/2016

Ryan Allison

New Hire 5/9/2016

Warden Judy Frigo

Retired 4/29/216

Verne Hall

Retired 4/29/216

DWOP Sandra Walker

Retired 5/27/2016

Core Values in Action

P



CO II Arturo Aguayo / ASPC-Douglas

"It's our job to be professional."

Professionalism is a skilled character of good judgment with polite behavior that is expected from a person who is trained to do an excellent job.

R

CO II Francisco Blanco / ASPC-Douglas

"You got it."

Take complete ownership of any assigned task and finish the job with above-expected results. Rumor has it that Home Depot has already copied CO II Blanco's redesigned "New Standard" tool room style.



I



Lieutenant Miguel Silvas / ASPC-Douglas

"Integrity is a very important value to possess."

As an ADC employee, integrity will define a person's moral values as it conveys a person's honor, determination and true commitment to their responsibilities.

C

CO II Diana Aguilar / ASPC-Douglas

"Confront your fears."

There can be many situations you walk into that are scary, but in each of those cases you have to be the bigger person, with the goal of making sure you and everyone else stays safe and goes home wanting to come back.



E



CO II Michael Guerrero / ASPC-Douglas

"Make the most of the time given."

It's sometimes easy to see what needs to be done, but the real choice is whether to make the effort to do so or leave it for someone else. Choosing to fix the issue correctly, the first time, is way more efficient.

PROFESSIONALISM + RESPONSIBILITY + INTEGRITY + COURAGE + EFFICIENCY

Share your story of Core Values in Action. E-mail your Core Values to the Directions Newsletter at directions@azcorrections.gov. We want to hear from you!

Follow the latest from ADC on Twitter at [@AZCorrections](https://twitter.com/AZCorrections)