



SPECIAL EDITION

The **ADC** *Post*
 We Strive Toward Excellence

DORA SCHRIRO, DIRECTOR

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“Getting Ready” gets national award



From left: Special Projects and Agency Planning Administrator James O’Neil, CO II Christina Duran, ASPC-Lewis, Director of the Ash Institute for Democratic Governance and Innovation Anthony Saich, ADC Director Dora Schriro, Arizona Governor Janet Napolitano, Director of the Innovations in American Government Awards program Stephen Goldsmith and President of the Arizona Correctional Peace Officers Association, Tixoc Munoz.

The Arizona Plan “Getting Ready: Keeping Communities Safe” has won the 2008 Innovations in American Government

The Ash Institute for Democratic Governance and Innovation at Harvard Kennedy School has announced *Getting Ready: Keeping Communities Safe* as a winner of the 2008 Innovations in American Government Awards program. A successful initiative of Arizona’s Department of Corrections, our program facilitates inmate reentry into society by restructuring the prison environment to operate as much like the community

with real-world jobs training and educational opportunities and leisure time activities. Honored at the Innovations in American Government Awards program in Washington, D.C. in September 2008, Getting Ready will receive \$100,000 towards its dissemination and replication nationally and internationally. Governor Janet Napolitano delivered the awards program keynote address speaking about the need for innovation in

government. “I want to congratulate the Department of Corrections and Director Dora Schriro for their creative thinking and hard work in putting ‘corrections’ back into the mission of the ADC,” Governor Napolitano said. “Your reform, Getting Ready, is a superb example of the many efforts in Arizona by extraordinary public servants. It clearly represents what innovation can mean for the public and taxpayers.”

The ADC designed Getting Ready through its strategic planning process to be an alternative to conventional correctional systems, where correctional staff exercises complete control over inmates, affording most inmates few opportunities to acquire and apply basic skills critical to their success.

By contrast, our initiative empowers inmates

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From her desk



Congratulations! You have earned it!

Getting Ready is a system-wide reform, a top-to-bottom overhaul of conventional corrections practices, your bottom-up system-wide reform that is attracting national acclaim and international attention. *Getting Ready* started with your participation in strategic planning sessions at every prison in each of the past five years, continued with numerous work groups that you joined and was improved with critical pilot programs at a number of your units before being implemented department-wide. Now it continues in other states' systems through your efforts as subject-matter experts supporting them as they replicate our reform in their jurisdictions.

On September 9, the Ash Institute at Harvard University Kennedy School of Government

announced that The Arizona Plan, now known as *Getting Ready: Keeping Communities Safe*, is a 2008 winner of the prestigious Innovations in American Government awards program. *Getting Ready* is your contribution, your significant contribution to public safety now, and later. And, *Getting Ready* is the first ever award given to a correctional system for a prison-based reform. Thank you! You earned for all Arizonans national acclaim and international recognition. Thank you! You also earned for all of our colleagues in the field of Corrections national acclaim and international recognition.

In the first several weeks since the award was announced, we have been contacted by a

number of states' correctional systems, several school districts, even the British Ministry of Justice and the United Kingdom Prison Service. There will be more inquiries. Our innovation has been featured in October's "Governing Magazine" and will be the subject of a PBS program this winter. In the months ahead as was the case over the past five years, we will reach out to you as award winning members of ADC to help us develop training materials to assist other jurisdictions replicate your success. And, as is the case with everything else we do as one team, we will turn to you to tell our story to others. Congratulations! You have enabled us to strive towards excellence and to excel. You have made moving towards flagship status a reality.

The ADC Post is an official publication of the Arizona Department of Corrections.

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Getting Ready captures national media attention



In July, a Visionaries film crew came to Arizona to showcase the success of the *Getting Ready* program.

Lights! Camera! Action! A few of our facilities recently have seen cameras, microphones and lights as several national media outlets have stopped by to highlight the departments *Getting Ready* Program

"The News Hour with Jim Lehrer" and "Visionaries," both national shows on PBS, and the Christian Science Monitor, an international newspaper, visited Arizona to talk with Director Schriro, staff and inmates about the early successes the program



The Christian Science Monitor wrote an article about *Getting Ready* in their national publication.

is achieving. *Governing Magazine* also interviewed Director Schriro and published an article about our award-winning program.

Jeffery Brown, PBS commentator for "The News Hour with Jim Lehrer" spent a couple of days touring ASPC-Lewis and ASPC-Perryville to see first hand the positive impact *Getting Ready* is having among inmates and staff. The syndicated documentary series "Visionaries" hosted by Sam



The *Getting Ready* program was featured in a nationally telecast PBS program, "The News Hour With Jim Lehrer".

Waterston, that also appears on PBS, showcased *Getting Ready* as a positive difference maker in the community.

Christian Science Monitor correspondent Sarah McCann talked with Director Schriro, staff and inmates about personal experiences within the program.

Some examples of the national coverage *Getting Ready* has received can be viewed online by visiting our website at www.azcorrections.gov/adc/news/news_gov.asp.



This publication is to promote the work of ADC and the achievements of its staff. Your questions or comments are welcome.

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INNOVATIONS IN AMERICAN GOVERNMENT AWARDS

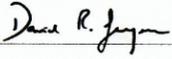
This certifies that

Getting Ready: Keeping Communities Safe
State of Arizona

has been named a

Winner

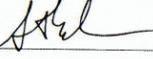
in the 2008 Innovations in American Government Awards competition



DAVID R. GERGEN
Chairman, National Selection
Committee



ANTHONY J. SAICH
Director, Ash Institute for Democratic
Governance and Innovation



STEPHEN GOLDSMITH
Director, Innovations in American
Government Awards Program

The Innovations Awards program is an initiative of the Ash Institute for Democratic Governance and Innovation



On the left: The award certificate that was presented to the Arizona Department of Corrections in September during the “Innovations in American Government” awards reception and gala that took place at our nation’s capitol. On the Right: Arizona Governor Janet Napolitano was invited to be the keynote speaker at the award ceremony. Both the governor and ADC Director Dora Schriro accepted the certificate when it was announced that *Getting Ready: Keeping Communities Safe* had won the award.

“Getting Ready: Keeping Communities Safe” continued....

in every custody level to start taking control of their lives, shifting the responsibility for pre-release preparation from staff to inmates with graduated incentives and privileges to acknowledge good decisions and behavior. Arizona’s opt-in reentry initiative is available to state inmates in all custody levels and was developed without new funds and did not need enabling legislation.

Called a Parallel Universe, *Getting Ready* restructures life in prison to resemble life in the community. Inmates are encouraged to complete their basic education earning high school equivalency diplomas, achieve and maintain sobriety, work full time, and participate in victim-focused activities and community service during leisure time. To ensure success and sustainable wages after inmates are released, ADC also aligned job training and employment behind bars with actual Arizona industries. And, just like the real world, inmates’ wages improve when they complete post-secondary jobs training and earn good work evaluations,

and their status advances as their hours of community service and charitable giving accrue.

Before the development of *Getting Ready*, nearly half (42 percent) of all Arizona inmates released returned to prison within three years. Despite a 17 percent increase in the prison population and operating fund reductions since its implementation in 2004, there is real traction within the inmate community and widespread staff support. A study of inmates who participated in *Getting Ready* prior to their release from prison, demonstrated it’s graduates are 35 percent more successful in the community than inmates of comparable risk. In addition to a marked reduction in recidivism, inmate-on-inmate violence is down by 37 percent, inmate-on-staff assaults by 51 percent, and inmate suicides by 33 percent. Three quarters of the inmate population also earned high school equivalency diplomas and completed bona-fide jobs training. The population has also donated well over one million dollars to Arizona crime victim organizations. Plummeting

rates of institutional violence and recidivism translate to huge cost savings. Since its inception, *Getting Ready* has realized a \$1.6 million reduction in spending that directly benefits Arizona taxpayers. These savings will continue to increase as more inmates completing the program are released and do not return to prison.

ADC Director Dora Schriro explained to the selection panel, “*Getting Ready* fundamentally changes how inmates do time. We operate our prisons like the real world as much as we can with similar rules, responsibilities and rewards. *Getting Ready* is all-day, every-day, pragmatic pre-release preparation. It keeps communities safe while inmates are incarcerated and when they go home.”

“According to a 2008 Pew Research Center Report, one in 100 adults is behind bars in the US and recidivism rates continue to rise,” said Stephen Goldsmith, the director of the Innovations in American Government Program at Harvard Kennedy School. “The Arizona Department of Corrections offers an alternative

to the inefficient and costly practices that pervade prisons nationwide. Their groundbreaking yet commonsense approach to reducing violence, curbing recidivism rates and preparing prisoners to be productive citizens are worthy of emulation around the country.”

Since 1986, the Ash Institute’s Innovations in American Government Awards Program at Harvard Kennedy School has honored 187 federal, state and local government agencies through Ford Foundation support. In it’s 21-year history, the ADC is the first correctional system to be recognized for its prison-based reform. In highlighting exemplary models of government innovation, the Program continues to improve the quality of life of citizens and encourages scholarly research and teaching cases at Harvard University and institutions worldwide. Many award-winning programs have been replicated across jurisdictions and policy areas, and have served as harbingers of today’s reform strategies or as forerunners to new and revised state and federal legislation.

My “Ah-Ha!” moment



CHANGES by **CO II Duran** **ASPC-Lewis**

I'm Officer Duran and I work at the state's largest prison, ASPC-Lewis. Until a couple of years ago, I thought there were just two kinds of inmates, those who complied and those who didn't and one type of administration, unapproachable.

It's different now, inmates know that they need a GED to get into jobs training or good paying jobs, so they're off their bunks and in school. They work harder to get good evaluations and better benefits. We don't enforce prison rules that aren't in effect anywhere else and we don't wake them up and tell them what's on their books anymore. They're in drug treatment during the day and AA at night.

Today there are fewer fights, grievances and dirty UA's on my yard and a whole lot of good mornings, so many that I can't keep up with them.

Even before the Earned Incentive's were in full swing, virtually every inmate was working on their "Corrections Plan," in anticipation. After Miss Arizona talked to them about being a sexual assault survivor, they wanted to do more. That's when fundraisers for crime victims

and other agencies really took off. I talk to staff at other prisons and it's like this everywhere.

A couple of months ago, an inmate walked up to me. He was the kind of inmate who was always in the middle of anything going down, always with something to say and as he approached me I wondered what his angle was because he always had an angle.

When he said to me. "Miss Duran, I'm in Phase III!" I stopped dead in my tracks. I told him "No you're not, you are always in trouble." Grinning ear to ear and nodding his head up and down, he claimed it was true. He had changed, and for the better and right then and there, by that tower, I realized I had changed as well.



FIRE CREW **CONFIDENCE** by **Sgt. Johnson** **ASPC-Safford/** **Ft. Grant**

While working on the Ft. Grant Fire Crew, we have watched many of our fire fighters turn their lives around and become very positive thinking, team oriented, selfless individuals. Though from differing backgrounds, nearly all the inmates have discovered how rewarding it is to do what is right, just because it

was right.

The inmates have been given the opportunities to make good choices and take responsibility for those choices. We have required them to practice good moral standards while working on the fire crew as well as on the unit. We expected them to think of the needs of the crew and the public before themselves.

By doing this, the inmates not only feel better about themselves, but with every new skill they master, their self confidence increases and causes them to feel that they can succeed in life no matter what challenges they face. They have felt the sincere appreciation from the public after saving homes and property and know they have made a difference. Finally, the inmates have discovered who they really are, instead of trying to be someone they are not. Positive programs like "Getting Ready" can work and can effect change in people's behavior.



JOB DESCRIPTION by **CO IV Mendoza** **ASPC-Florence**

Before I tell my story I have to give just a brief history, when someone would ask me what I did for a living and I told them I work for DOC, they would be shocked and ask me if

that was scary and I would tell them no, it's pretty much just baby-sitting adults.

Several months ago I was at my Dad's house to see an Aunt and Uncle who were visiting from another state that I hadn't seen in years and they asked what I was doing now so I told them I work for Department of Corrections and my Aunt was shocked. When she asked me what I did, before I could say anything, my Dad said "She baby-sits adults."

I quickly said "No, that's not what I do anymore, we have a new philosophy and we are actually trying to help these inmates change and become productive members of society when they are released."

I told them about the Arizona Plan and how from day one we begin to prepare them for their release. I explained the 5X5 and how we assess their risk vs. their need so they can be placed in appropriate programs that address those needs and how we formulate a corrections plan for them to follow while they are incarcerated.

I also explained the 7X3X3 and how we endeavor to keep them actively and positively engaged seven days a week in education, work based education and work, structured leisure, self improvement, family reunification and community betterment.

I described the parallel universe concept to them and how we are attempting to conduct daily activities as much on the inside as life on the outside to help them learn the skills and habits needed to become productive, law abiding citizens when they are released.

My aunt and uncle were very impressed with this approach to corrections and I am proud to be a part of it.