

ADC Receives Terrorism Funding



Linda Mason of the Arizona Department of Emergency Management addresses the TQM committee meeting in Phoenix on domestic terrorism (See story on page 5)

Two ADC Officials Retire

by Julie Lowry, NROD and Kathleen Manning-Chavez, Eyman (See story - on page 10 and 11)



*Northern
Region
Operations
Director
George
Herman
retires after
almost 30
years of ADC
Service.*

*Charles
Goldsmith,
ASPC-Eyman,
Warden,
retiring after 20
years as an
Arizona
Department of
Corrections
Employee.*



He's Back!



Deputy Director Dr. Robert Jones poses in front of a camel on his way to visit American troops near the Iraq border. (See story on page 3)

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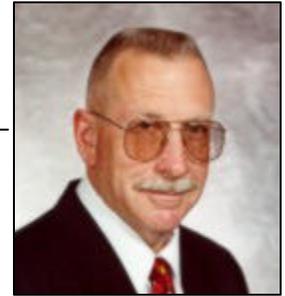
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DI RECTOR'S PERSPECTIVE

by Acting Director Charles L. Ryan



We are embarking on a new year filled with promise, but one still affected by a troubled economy and the ongoing crisis in the Middle East. Our State is experiencing a serious budget shortfall, but we are not alone. According to the National Governor's Association, the budget deficits from all 50 states total \$67 billion.

In Arizona Governor Janet Napolitano's *State of the State Address*, she emphasized the need to focus on the future, "Our story is one of what we must do today, and the great things we can accomplish for tomorrow We must fix the budget."

The current budget crisis leaves our State with a \$300 million deficit, while the next year's budget is estimated to be \$1 billion in the red. Governor Napolitano proposes to end the budget crisis by not raising taxes, invoking temporary emergency fiscal measures if needed, balance the '03 budget without making any further cuts to state service, consolidate certain services to eliminate duplication in agencies, and protect Arizona children by balancing the budget without cutting service to education or children's services.

The ongoing budget crisis has forced us to reevaluate our practices of conducting business, and to use a well-worn cliché, look "outside the box." More than ever, state agencies are under the microscopic glass of public scrutiny. The Arizona Department of Corrections (ADC) has always prided itself as an efficiently run operation, but this does not mean we cannot improve our level of performance. As President Franklin Roosevelt so eloquently said many years ago, "Throughout the world, change is the order of the day. In every nation, economic problems long in the making have brought crises to [of] many kinds for which the masters of old practice and theory were unprepared."

In all areas of government, there is pressure to improve the lines of service, manage personnel, consider new forms of technology and build a long-term capacity for success. A few years ago, we were subject to performance audits by the Officer of the Auditor General in which programs that use a majority of budget dollars and perform mission-critical functions were audited. The Auditor's findings revealed that the ADC, "is making highly commendable and largely appropriate efforts to

provide a safe and secure environment."

Consultants for the Auditor General reported that "... given the drawbacks relating to the poor design of several older prisons and the very difficult staffing issues the Department faces, wardens and deputy wardens are achieving more than they could reasonably be expected to . . ."

Although the Auditor General's Report casts us in a favorable light, we must continue to look at improved efficiencies and increase maximization of resources, or to put it simply, look at doing things differently.

An efficiency review of the ADC is underway, and the preliminary report and recommendations are due to the Governor by April 1, 2003 - only about 9 weeks away. "Efficiency" has been part of the culture of the ADC. Shortages have not been uncommon, necessitating continued improvement practices.

I challenge each ADC employee to explore ways they can save the Department money. The Governor herself chose to not send out the *State of the State Address* in written form, but to post it on her website, saving the State approximately \$2,000. This may not seem like a lot of money, but if all state employees used their imagination on how to reduce costs, this could make a significant difference.

These are certainly challenging times for Arizonans and for our Department. Throughout our history, we have successfully met many such challenges - - supported by a strong and diverse employee base that represents professionalism and leadership in state government. If we continue to stay focused on our mission, trust one another and maintain our high ethical standards, I am quite confident that, once again, we will emerge stronger than before.

The very key to our success as a Department has been our ability to make change work for us rather than against us and, even in the midst of crisis, to pull together for the common good.

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Melanie Matthews**

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Dr. Jones Back from Kuwait

After an adventurous seven-month tour of duty in Kuwait, Deputy Director Dr. Robert Jones returns to the Arizona Department of Corrections.

Dr. Jones, a doctor in the Army reserves and a veteran of Desert Storm, left his post at the ADC from June 2002 to January 2003 to serve America as an emergency room physician.

“When I arrived in Kuwait, I was amazed at how much the U.S. Government spent to make me feel at home,” Dr. Jones said jokingly. “The exterior of our base looked just like a prison.”

Dr. Jones was mobilized as an emergency room physician; however, he wore many hats. In Kuwait, he worked as a primary and secondary care physician, an emergency medicine doctor and a psychiatrist.

“Our unit worked long, hard 12 hour days. There were a lot of troops moving through, and we had to do whatever to provide care and immunize all of them,” said Jones.

Not only did Jones and his unit have to deal with the challenges of their profession, they had to adapt to the adverse conditions.

“While in Kuwait, we were very busy. We didn’t have much time to think about the hostile surroundings, but we had to take precautions. We had to be trained in nuclear biological warfare and on how to inspect vehicles for car bombs. You just don’t drive off in a car in Kuwait without inspecting it for a bomb first,” said Dr. Jones.

Stationed at Camp Doha, a United States military base, Jones was near the Iraq border.

“Any time you’re that close to people who hate you and are willing to die just to prove a point, it’s very hard to get comfortable. Often, our medical unit would travel to the desert to visit American troops and perform psychological evaluations and stress reductions,” said Dr. Jones. “Americans should be proud of the young men and women serving in the Middle East and appreciate the psychological challenges they face each day.”



A photo taken by Dr. Jones of the Kuwait Towers. The towers are one of the most popular icons of the Middle East.

According to Dr. Jones, adjusting to the climate and living conditions made life difficult for many Americans.

“I was better off than most, because I was used to the temperatures in Arizona. The temperatures averaged in the 120s and 130s and the high was 141,” said Jones. “Also, Camp Doha was very overcrowded. Six thousand people were living on a base that was designed to house 1,500 people. We were housed in a giant warehouse and had our own bunk. In fact, our cramped quarters were not any bigger than a prison cell.”

Despite being so close to hostile fire and not having the conveniences of home, Dr. Jones was moved by his experience in Kuwait and the people he met.

“The people of Kuwait are devout Muslims and are very honest,” said Jones. “All of the medical professionals I encountered were highly trained and their facilities were comparable to what we have in the United States.”

“It feels great to have served my country in Kuwait, but I couldn’t have done it without the support from everyone at the Arizona Department of Corrections. They were just as patriotic as I was. Dennis Kendall as well as the rest of the Health Services’ staff did an outstanding job in my absence,” he said.

ADC K-9 Unit Helps Capture Murder Suspect

A homicide suspect trying to elude police found himself “hounded” by an Arizona Department of Corrections service dog.

Recently, the ASPC-Florence canine unit was called to assist the Pinal County Sheriff’s Office to search for a homicide suspect who bailed out of his vehicle and shot at sheriff’s deputies after a long, high-speed vehicle chase.

During the third day of the manhunt, the homicide suspect was observed attempting to carjack a vehicle on State Route 60 near Florence, Arizona. Sgt. Brian Myers, Tactical Support Unit Commander George Smith and Correctional Officers Mike Robinson and Kenneth Vance Jr. of ASPC-Florence along with

Woody, a trailing hound, were close to the scene and responded to the call.

“We received the page; grabbed our weapons; got the dogs and went to



The ASPC-Florence Canine Unit. Top (Left to Right:) Sgt. George Smith, Officer Mike Whitson, Lt. Gordon Marquart, Lt. Dennis Zane, Sgt. Dennis Pickard and Lt. Paul Turley. Bottom (Left to Right:) Officer Kenny Vance, Trailing Hound Woody, Officer Mike Robinson and Sgt. Brian Myers

track down the suspect,” said Officer Robinson.

With several Pinal County SWAT team members, the ADC hound team trailed the suspect for more than five miles.

“The five mile run was tough but we kept positive,” said Officer Robinson

Trailing hound Woody, handled by Officer Robinson and Sgt. Myers, lead the arrest team to the suspect. The suspect was found completely concealed in thick vegetation.

“Woody alerted our

team to the suspect’s location. Once Woody detected the suspect, he stopped and looked in the suspect’s direction,” said Officer Vance.

“Robinson and I spotted the man’s feet under some brush. We drew our weapons and waited for the SWAT team to arrive. With our weapons drawn, the suspect laid submissively, and we were able to resolve the situation without incident.”

The suspect, armed with a semi-automatic MAC 10, was taken into custody by the Coolidge Police Department.

“I’m very proud of the professionalism and performance of our canine unit. We have some of the best service dogs and handlers in the state of Arizona,” said ADC Canine Administrator Ralph Pendergast.



The Department Sets SECC Record



(L to R) Anne Lynch, former Governor's Office employee, Cindy Neese, ADC Agency Coordinator, Betsey Bayless, Director of the Department of Administration and Acting Director Charles Ryan celebrate the efforts of State of Arizona employees.

Despite a sluggish national economy and the state of Arizona facing its largest budget crisis in history, the Arizona Department of Corrections wrapped up its 2002 State Employees Charitable Campaign with record-setting results.

ADC raised a record total of \$502,767, a 28 percent increase from last year, and the SECC was able to

exceed its statewide goal of \$1,709,483, a 5.5 percent increase from last year's total.

"In a time of economic uncertainty, we are very grateful the employees of ADC have been so generous with their resources. In addition to our Department raising more money than ever before and topping all other state agencies in

monies raised, the state of Arizona exceeded its statewide SECC goal," said Virginia Strankman, Internal Communications Coordinator II and SECC Chair.

According to ADC Agency Coordinator Cindy Neese, the addition of the 100 Club to the list of charitable organizations was definitely a key factor in ADC setting the Arizona state agency record for most money raised.

"This year our employees were excited to give to a cause that benefits our fellow law enforcement colleagues," said Neese.

The SECC is a charity campaign conceived and operated by state employees. State employees give generously each year, either through payroll deductions or one-time contributions to more than 600 human service and nonprofit organizations in Arizona and nationally.

A special thanks to this year's coordinators who made the 2002 agency campaign the best ever:

ACI-Chris Lansford
Administrative Group -Christina Porath
ASPC-Winslow-Sue Koch
ASPC-Phx-Annette Close
ASPC-Douglas-Gloria Zúñiga
ASPC-Eyman-Natalie Waardenburg
ASPC-Florence-Sherry Goldsmith
ASPC-Lewis-Anita Baca
ASPC-Perryville-Carol Allen
ASPC-Phoenix-Jennifer Abbotts
ASPC-Safford-Norma Madrid
ASPC - Tucson-Brian Adams
ASPC - Winslow-Tommie Betts
ASPC - Yuma-Laura Schweitzer
Chief of Staff-Gloria Quinonez
Community Corrections-Karen Pagone
COTA-Jeannie Merriman
Health Services-Alison Banks Conyers
Human Resources-Liz Rush
IT-Evan Killpatrick
Prison Operations-Heather Price
Administration-Dawn Gangl

Federal Funding for Terrorism

*By Doris Pulsifer, Grants Manager
Office of Strategic Planning and Budgeting, Office of the Director*

Recently, the Arizona Department of Corrections received \$100,000 in funding from the Office for Domestic Preparedness (ODP) to enhance homeland security in the event of a terrorist attack within our State. The award of \$100,000 in grant funds will be used to purchase radios, batteries and chargers for the complexes and for some of the central office units. This radio equipment will enable us to communicate with other Arizona law enforcement and fire departments in cases of emergencies. Funding availability is anticipated for at least the next five years with a potential of more than \$1,000,000 for the Department of Corrections.

Since September 11, the prevention of terrorism has become a top priority at

the federal level culminating in the establishment of the new Department of Homeland Security empowered with acting as the single point of contact for state and local officials in addressing their emergency response needs.

In September of 2002, the Arizona Department of Corrections prepared a vulnerability assessment of its domestic preparedness and a three-year strategy plan. Future funding will enable ADC to purchase an array of specialized equipment, including personal protective equipment, chemical, biological or radiological detection and decontamination equipment, communication equipment, physical security enhancement equipment; weapons of mass destruction technical

Domestic Terrorism - continued page 11

Arizona Police Games Standouts

Sizzling Performance for Safford

Three ASPC Safford staff participated in the October Arizona Police and Fire Fighters Games held in Mesa came home with a total of ten medals, one bronze, two silver and seven gold.



A strong showing for Susan Hill of ASPC-Safford earns her a gold medal in bowling and a gold in the discus throw.



OHN Bill Tillman competed in four categories of Archery – 3-D, 900, Hunter, and Field at the Ben Avery Archery Range bringing home a bronze, a silver and two gold medals.

Winslow's Smith Earns Five Gold Medals

by Michele Reeves, Executive Staff Assistant, ASPC-Winslow

In the Fall of 2002, ASPC-Winslow Correctional Officer II Charlie Smith earned 5 gold medals in the following events during the Arizona Police and Fire Games, in Mesa, Arizona,:

800 Meter Run (2 minutes 15 seconds,) 1500 Meter Run (5 minutes 10 seconds,) 3000 Meter Run (12 minutes 5 seconds,) 10 K Run (39 minutes) and 4 x 100 Meter Relay.

In each event, CO II Smith, who usually competes in the 40-44 age group, was competing against younger competitors in their 20's. Despite the age difference, CO II Smith placed first overall, as well as setting new records for the events.

"I work hard all year for the preparation of the competition, and I believe in conditioning. I enjoy the competition, the testing of my physical agility and I meet new friends from different Law Enforcement Agencies. I dedicate time daily to bike, weight lift and run," said Smith.

CO II Smith has been involved with Law Enforcement for the past 20 years. He has worked with the Navajo Police



ASPC-Winslow Correctional Officer II Charlie Smith

Academy as a fitness coordinator, as well as the military where he would compete in military running competitions in Europe.

Beginning his physical training in High School, Smith competed in both Cross Country and Track and Field.

Presently, CO II Smith is conditioning for the Tucson Police Olympics to be held in April, and another Police Olympics to be held in Sacramento, California in June. Also, each year he competes in fund raising for the Law Enforcement Torch Run/Special Olympics, running a total of 13 miles.



COIII Shirley Chaplain, Fort Grant Unit, won two gold medals in her age group in the Shot Put plus a gold and silver in the Discus Throw.

ASPC-Florence On Target

In 2002, COIII Kevin Curran, COII Carol Curran, CRT I Angie Robideau of Florence Complex, and Public Information Officer Jim Robideau of Central Office competed in archery at the Nevada Police and Fire Games.

Carol Curran and Angie Robideau each won three gold medals; Kevin Curran won a silver and Jim Robideau won a bronze medal.

Former ADC Director Dies at 75

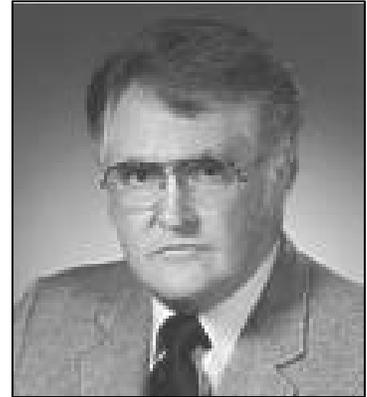
Recently, former Arizona Department of Corrections Director Ellis Campbell MacDougall passed away in Columbia, South Carolina.

MacDougall, 75, had been hospitalized for about a month with several illnesses, including cancer and pneumonia. From 1978 to 1982, he served Governor Bruce Babbitt as the Director of the Arizona Department of Corrections.

During his administration at ADC, he managed an inmate

population that grew from 3,000 to nearly 6,000, a staff that grew from 1,200 to 3,000, and a budget that increased from \$29 million to almost \$90 million. Mr. MacDougall established separate divisions for Juvenile, Health Services and Internal Affairs, and developed a functional grievance system.

Mr. MacDougall resigned in 1982 to assume the position of Professor of Criminal Justice at the University of South Carolina.



Ellis MacDougall

In Memoriam

The Arizona Department of Corrections mourns the passing of several of its finest employees.

Sergeant/ASPC-Safford

Susan Wright

Personnel Liaison/ASPC-Lewis

Nancy Sior

Correctional Officer/ASPC-Phoenix Globe Unit

Cherie Lawrence

Retiree

Mary Mathein

Correctional Officer/ASPC-Phoenix Aspen Unit

Thomas Moudakis

Correctional Officer IV/ASPC-Douglas Papago Unit

Mike Frost

Safford Programs are Working

by Kathryn Sticklin, Administrative Assistant III, ASPC-Safford



An ASPC-Safford inmate assists in building a home located near the prison.

At ASPC- Safford, the prison is preparing inmates for re-entry into society and saving Arizona taxpayers in the surrounding communities thousands of dollars each year through work and educational programs.

In the past three years, ASPC Safford has issued 1730 completions in Mandatory Literacy and 428 completions for GED. In partnering with Eastern Arizona College, ADC has awarded approximately 586 Certificates of Completion for vocational classes.

Mandatory Literacy skills are taught to inmates at Safford in Reading, Mathematics and Language. These skills offer inmates a better chance to control their own destiny, and increase their self-confidence. A General Equivalency Diploma test is given periodically to those inmates who have completed the mandatory requirements. Once the GED Certificate is obtained, inmates are finding they can continue to Community College vocational courses to learn a trade.

ASPC-Safford and Eastern

Arizona College provide classes in Masonry, Building Maintenance, Business Technology and Refrigeration to ADC inmates. The classes average 30 -50 students per session. The classes are half day sessions with a duration of nine months, with the exception of Masonry.

Masonry Classes are taught on all three yards, instructing inmates about tools and techniques, math, estimating concepts, blue-print interpretation and building concepts. To complete the masonry course, each student is required to build a fireplace at the end of the course. This course is available in a six month or twelve month program. A certificate of completion is presented to the inmate upon completion of the course to help him obtain a job upon release.

Building Maintenance Classes are taught at Graham and Fort Grant Unit, instructing inmates in concepts and techniques of framing, drywall, electrical, plumbing and general refrigeration. This vocational program has been especially beneficial to the Department. It allows many inmates to be placed at facilities to assist with construction, thereby cutting employment expenses. Also, the course helps many inmates find employment in the Department Physical Plant area assisting with general maintenance and repairs.

The Refrigeration Class is taught at the Fort Grant Unit and incorporates sheet metal, heating, ventilation, and air

conditioning. The course offers concepts and techniques in repairs of refrigerators and water coolers and installation of complete heating/air condition systems.

A business Technology Class provides instruction in concepts of business, bookkeeping, marketing, accounting, filing, office technology and basic computer skills. These skills assist those who want to be more involved in an office setting rather than in the field.

The Safford work programs are part of the Department's Four Legged Stool designed to affect behavioral change, a program consisting of four areas believed to reduce recidivism. The legs of the stool are : **Work** - inmates who work are kept busy thereby providing a sense of self-worth. **Religion** - a variety of services are provided for those inmates wishing to participate. **Drug Awareness/Education** - providing education on the problems associated with drug abuse. **Education** - consists of mandatory literacy skills, GED Certificates, and vocational classes with a Certificate upon completion of the requirements.



Eastern Arizona College Masonry Class Supervisor John Good stands next to an unfinished, inmate-made fireplace.

Picacho Inmates Pay Debt to Society

by John Ontiveros, Deputy Warden, ASPC-Florence

In 2002, the outside work crews of the Arizona State Prison Complex-Florence Picacho Unit saved the taxpayers in the surrounding communities of Eloy, Coolidge and Casa Grande \$610,000.

The work crews, consisting of 97 inmates and 56 employees, provided such services to the surrounding communities as fire suppression, cleaning and other hard labor.

Since August 1, 2002, Picacho's inmate fire crew have responded to six fires at no extra cost to the citizens of the neighboring communities. Not only have the monetary savings of the inmate work program been significant, but equally significant has been the ability of the fire crew



A Picacho inmate work crew cleaning up the Pinal County fairgrounds



An inmate fire crew at ASPC-Florence's Picacho Unit practice putting out a blaze.

to minimize the amount of collateral damage and destruction of the fires.

Also, the hard work and labor of inmate work crews have been instrumental in the Pinal County Fairgrounds and removing trash and debris from the roadways in the town of Picacho.

According to ASPC-Florence Deputy Warden John Ontiveros, the Department of Corrections still manages to find innovative and creative ways to give back to the citizens of Arizona, and provide inmates with opportunities to prepare for their eventual reentry into the community.

Employees on the Move

Promotions

Susan Zaborsky, COIV, Central Office
Darryl Shafer, Captain, Lewis
Stephen Morris, Investigator, Lewis
Robbin Manell, AAIL, Yuma
Tara Diaz, Captain, Yuma
Steve Miller, Captain, Yuma
Francis X O'Conner, COIII, Yuma
Barry Lum, Sergeant, Perryville
Dennis Boolt, Captain, Perryville
Michelle Morgan, Captain, Perryville
Huan Nguyen - Physical Plant Sup. I, Perryville
Lori Leider, ADW, Phoenix
Howard Kinsler, ADW, Tucson
Hugh Matson, ADW, Texas Montor
Rodney Carr, ADW, Phoenix West
Nicole Studer, Parole Officer
John Bynum, Lieutenant, Lewis
Misty Carroll, COIII, Lewis
Sonya Cropley, COIII, Lewis

Phyllis Wiggin, COIII, Lewis
Jimmy Houx, COIII, Lewis
Angela East, COIII, Lewis
James Newcomb, COIII, Lewis
Carol Frisbee, COIII, Lewis
Joshua Karkhoff, COIII, Lewis
Rodney Garcia, COIII, ASPC-Lewis
Fred Carrington, Mental Health Team Coordinator, Phoenix
Sean Skinner, COIV, Safford



Retirements

George Herman, NROD
Charles Goldsmith, Warden, Eyman
Joseph Chapin, Network Specialist I, Safford
Melvin Taylor, Physical Plant, Safford
Harold Foster, Sgt. , Tucson
Rand Nelson, CO, Tucson
Richard DeGraw, Perryville
Brett Murphy, Perryville
Gerald Moore, Perryville
Christian Loughran, Parole Officer
Barbara Hicks, Medical Records Librarian II, Phoenix
Terry Ross, CO III, Phoenix

George Herman, Northern Regions Operations Director

After almost 30 years with the Department of Corrections, George Herman retired on January 24.

Mr. Herman began his career with ADC in 1969 as a Correctional Counselor and, through his career, was a Correctional Program Supervisor, Assistant Director, Deputy Warden, and Warden to name a few of his positions. For the past 3 and a half years he has held the position of Northern Region Operations Director for Prison Operations.

Born in Jerome, Arizona, Herman His parents moved him to McNary, Arizona at age 6, where he stayed until he graduated from High School in 1962. He was recruited by Northern Arizona University Lumberjacks and attended NAU on a football scholarship. He graduated from Northern Arizona University in 1967 with a Bachelor of Science Degree in Police Science and Administration. After graduating he

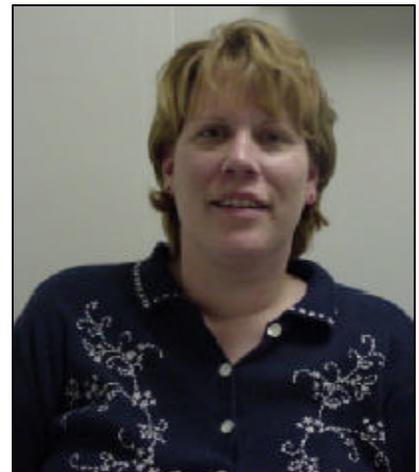
tested for the Ventura, California Police Department and worked as a policeman from 1967 to 1969. In 1969, he moved back to Arizona and began his career with ADC. It should be noted that after he graduated from NAU he did spend one season playing professional football with the Philadelphia Eagles.

Herman is noted for his management style, for being a 'people person' and for his enjoyment of life. Probably his favorite hobby is riding his Harley (and it has to be a Harley). His contribution to the Department will be felt for many years. He will truly be missed by all those who have known and worked with him.

Officials Retire - continued on page 11



OEO Administrator Named



AnneMarie Smith-Whitson, Equal Opportunity Administrator

Annemarie Smith-Whitson, a ten-year ADC veteran, is the new Equal Opportunity Administrator. She has been an Employee Grievance Coordinator, a Lieutenant, Sergeant, Correctional Officer II and III and an Equal Opportunity Liaison at Eyman and Florence complexes.

Smith-Whitson is nearing the completion of an Associate Degree in Sociology from Central Arizona College.

Eyman Warden Charles Goldsmith Retires

Eyman Warden Charles Goldsmith, a 20-year veteran with the Arizona Department of Corrections, will soon be leaving the Department to begin a new journey in the private sector with Correctional Services Corporation.

There were many sad faces when the news hit the employees at Eyman.

"It was like the wind was knocked out of our sails," said Occupational Health Nurse Rebecca Woodbury. "He is the most professional Warden that I have ever worked with. He's very compassionate with employees and they come first."

Goldsmith said he had no intentions of retiring.

"It was only after receiving a job offer did I start looking in that direction," he said. "I feel so fortunate to be 41 and have 20 years with this agency, and when you look at all the factors in their totality, it puts me in a prime position to move into a second career being so young."

After four years in the Air Force in electronic training, he told himself he was not going to take the same road as his father, who retired as a Warden at the Florence Complex years ago. The recession in the mid 80s was not proving to be the best time to find a job

and "each day of unemployment made ADC look better," he said.

When he decided to apply at the Department, it took three months to get scheduled to take a test due to a correctional staff hiring freeze.

"During that first year at what is now Cell Block 6, I would say, 'two more weeks.'" Two weeks turned into two months and after a year I began to develop a sense of awareness with my surroundings and how I fit."

He worked at North Unit as a correctional officer and at South Unit as a sergeant.

He was promoted about two years later to lieutenant at South Unit and then as captain at East Unit.

"That is where I really started to grow. I worked under Meg Savage (then a deputy warden); and Mel Thomas (also a deputy warden at the time); and Paul Shriner (former deputy warden). All the managers were not only great leaders but they were patient and allowed me to take on as much responsibility as I could in order to learn the most I could."

He was promoted to major at the Phoenix Complex and worked there for 14 months. Former Director Samuel Lewis then promoted Goldsmith to Deputy

Warden at East Unit, where Acting Director Charles Ryan was then Senior Warden.

Goldsmith worked on a Protective Segregation Committee with former Warden Darla Elliot (deputy warden at the time) for 10 months before being asked by Ryan to transfer to the Rincon Unit in Tucson as Deputy Warden. Current COTA Commander John Hallahan (then Warden) was also moved to Tucson.

"I'm frightened at 41 and having had such a long relationship with the Department. It's kind of like a child going off on their own. It's the only thing I've ever known."

Goldsmith said he will miss the people the most.

"I'll miss everyone I ever came in contact with, from the business manager in Safford, Vivian Villalba; to Sasha Charvat at the Eyman Business Office; and Pam Wriston at Safford Personnel; the chiefs of security; and so many others. The people at ADC have made such a tremendous impact on my life - I'll never forget."



Domestic Terrorism - continued from page 5

rescue equipment, general support equipment and medical supplies and limited types of pharmaceuticals. ODP also provides training, and technical assistance and conducts weapons of mass destruction response activities.

The Arizona Department of Emergency Management (ADEM) has been designated as the administrating agency for the State of Arizona. ADEM is conducting an assessment of the risk to local communities from terrorist use of Weapons of Mass Destruction (WMD). The risk assessment and strategy development will form the

basis for a statewide strategy plan to address each jurisdiction's vulnerability. The risk assessments and strategy plans will be used to plan and conduct training and exercises by obtaining the resources necessary to support these critical efforts beforehand.

As part of the strategy development process, ADC has assembled a Total Quality Management Committee consisting of management staff from all Divisions within ADC. The committee has been tasked with reviewing and updating ADC's vulnerability assessment and the development of a current

emergency response plan for the Department. A meeting has been planned for this June where ADC's management staff will have the opportunity to respond to a simulated critical incident enabling the TQM Committee to identify staff training deficiencies and other first responders capabilities. It will also allow the opportunity to analyze ADC's relationships with other agencies in the role of first responder to WMD.

Homeland Security is far-reaching, and indeed, affects ADC. Collaboration is critical between federal, state and local jurisdictions.

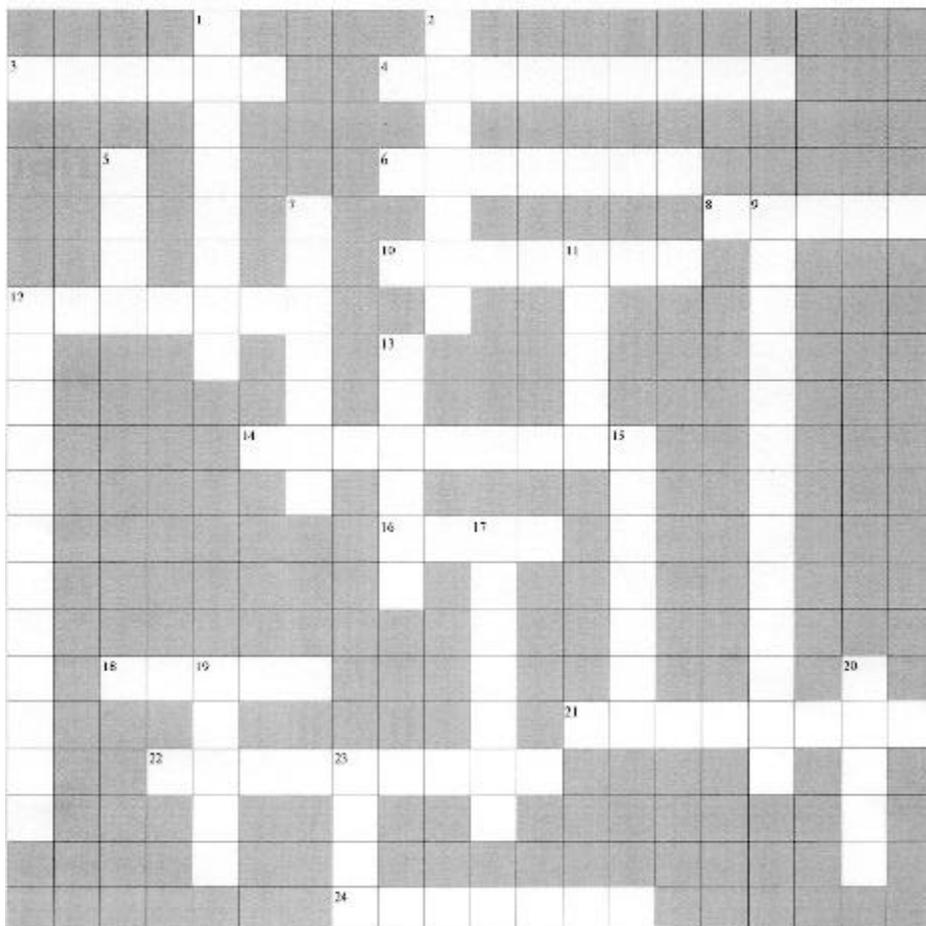
Corrections Cross-section

Across

3. STG influenced by Black Panthers
4. Popular inmate-made gift
6. Safford program with a strong foundation
8. Winslow's gold medalist
12. Site of November's disturbance (unit)
14. Domestic _____
16. Safford service dog and gas company
18. Site of water crisis
21. Florence dog handler
22. Retiring Warden
24. Elks award recipient

Down

1. ASPC-Winslow photographer
2. ASPC-Florence inmate fire crew
5. Stewart's Successor
7. First EIP sponsor
9. ACI's top industry
11. State receiving ADC inmates
12. Victim's _____ fund
13. Retired NROD and DD
15. ACE's leader of the pack
17. Good time _____
19. Hound hero
20. First COTA grad under EIP
23. Be aware and call 1-866-787-_____



* Correction *

In December's issue of Directions Michael Valdez, the 12-year-old boy who outfits ADC canines with Kevlar vests, said, "I hope to one day to have a law enacted which would make it mandatory for canines to wear vests and a felony for anyone who harmed them while on duty."

In fact, **harming a service animal is a felony.** Arizona law states, "Intentionally or knowingly interfering with kills, or harms a working or service animal without either legal privilege or consent of the owner is a Class 6 Felony."

** Hint: December's issue of Directions is excellent reading*