



# MINNESOTA DEPARTMENT OF CORRECTIONS CRISIS INTERVENTION TEAM (CIT) MODEL

by: Chris Pawelk

## What is CIT?

The Crisis Intervention Team (CIT) model aims to improve the way law enforcement and corrections staff interact with people experiencing a mental health crisis. The CIT program was originally created for law enforcement in the late 1980s after a man living with a mental illness was fatally shot when threatening police officers in Memphis, Tennessee. The Memphis Police Department partnered with the National Alliance on Mental Illness (NAMI), mental health providers, and universities to train a specialized unit - the original CIT program. Today, hundreds of law enforcement agencies have CIT programs.

The Minnesota Department of Corrections (DOC) began using CIT in 2011, and was the first prison system in the U.S. to adopt the training statewide. The DOC's program was developed by corrections security and mental health staff along with mental health advocates from NAMI Minnesota. These partners continue to work together to improve policies and responses to adults living with mental illnesses in DOC facilities.

## Who are CIT members?

Most CIT members are correctional officers. Some education, health services, and case management staff in the prisons are also on the team. At this time, there are approximately 500 DOC staff at all adult facilities trained as CIT members. The department aims to eventually train 25% of security staff in each facility. In addition, the DOC Fugitive Unit has also begun training its staff.



*CIT members wear this pin*

Staff apply for CIT training and are selected by facility leadership. Staff complete 40 hours of rigorous training on mental illnesses and are taught skills for working with offenders experiencing a mental health crisis.

Upon successful completion of this training, staff are officially CIT members. DOC CIT members wear pins like the one shown above so offenders can identify them as being CIT trained. The program has demonstrated much success and has become embedded within the daily ac-

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## PRESIDENT'S MESSAGE

by: Robert Welch



I must first start off by saying what a HUGE SUCCESS the North American Association of Wardens and Superintendents (NAAWS) conference was in Tempe, Arizona. Cathy Linaweaver and her committee did an excellent job. The workshops were excellent from the start of the conference to the end and each workshop was well attended.

The after-hours entertainment was an outing at Top Golf sponsored by the Nakamoto Group, Inc. and I received rave reviews from all in attendance. Experienced golfers and those who had never golfed before were able to participate in the event and a great time was had by all. I also spoke with several members who expressed how much they enjoyed meeting with the vendors (now referred to as Business Partners) who not only support NAAWS by attending but who, more importantly, offer extremely valuable products and services. Several members indicated that they were bringing back information from our Business Partners on those products and services to their home state. Although Pat Keohane could not attend this conference, NAAWS Past President Todd Thomas stepped in to support our Business Partners and did an excellent job. NAAWS owes a great deal of appreciation to everyone who played a role in making this conference an informative and exciting experience.

I also want to acknowledge and thank the Hawaii Department of Corrections, as they sent several members of their staff to attend their first out-of-state conference. They even brought treats from Hawaii to the hospitality

suite and they were delicious.

I met with members of the Board of Directors who continue to be a great support to myself and the other elected officers. We discussed many ideas regarding engagement and ways to move NAAWS forward. This is an exciting time and I owe the Board of Directors a great deal of appreciation for their support and dedication to the organization. They continue to express their willingness to serve and provide valuable input. I am honored and humbled by the emails, calls and the one on one talks I have received from such great giants in the corrections field who are within our own organization.

I am looking forward to the American Correctional Association (ACA) 148th Congress of Correction in Minneapolis, Minnesota from August 3rd – 8th 2018. NAAWS will host the “Warden of the Year” banquet where we will celebrate one person for their outstanding leadership. We will also acknowledge the “Medal of Valor” recipients for their acts of courage in the line of duty. I encourage everyone who will be in Minneapolis to attend. Deborah Schumann coordinates the banquet for NAAWS and it always leaves me feeling inspired and reinvigorated. I’m sure this year will be no exception.

This year Patricia L. Caruso, retired Director of the Michigan Department of Corrections, and NAAWS’ own Past President and current Board Member, will be a recipient of the “E.R. Cass Correctional Achievement” Award from ACA. We are so very proud of this achievement for Ms Caruso. She is a respected leader throughout the country and I encourage you to get your tickets early for this event.

This conference is when Mel Williams officially becomes the NAAWS Executive Director. Mel has big shoes to fill in replacing Gloria Hultz but I know he is up for the challenge. I have spoken with him several times and he is

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## PRESIDENT'S MESSAGE *CONTINUED FROM PAGE 2*

humbled for being chosen and excited for the future of NAAWS. We have two pillars of the organization who will be stepping down from their official capacity at the same time; Gloria Hultz as Executive Director and Pat Keohane as Vendor Coordinator, however, they have both assured me that they will continue to be involved with the organization. Please stop by the NAAWS suite to share in wishing them well.

In closing, I want NAAWS to remain committed to being a strong voice on the national level when it comes to the field of corrections. You will see new faces but rest assured, every new face you see has the necessary passion for the job and is committed to keeping NAAWS moving forward. I encourage everyone to visit the NAAWS suite. The NAAWS suite is a welcoming and safe place to share ideas, discuss issues and get advice from members who have similar experiences. I look forward to seeing everyone in Minneapolis, Minnesota.

Sincerely,

*Robert Welch*

Robert Welch  
President

*The Correctional Management Institute of Texas in partnership with NAAWS*



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Contact Ashley Koonce at [koonce@shsu.edu](mailto:koonce@shsu.edu) or 936-294-1706  
apply at [www.cmitonline.org](http://www.cmitonline.org)



## CRISIS INTERVENTION TEAM *CONTINUED FROM PAGE 1*

tivities and culture of the DOC facilities. Survey outcomes of staff in the last two CIT trainings show that CIT training has many benefits which include:

- 98% of staff agree CIT makes officers safer.
- 92% agree they are comfortable in encounters with people living with a mental illness.
- 88% agree they are confident in their ability to recognize the signs and symptoms of mental illnesses in people.
- 98% agree their de-escalation skills are strong enough to sometimes prevent discipline or the use of force.
- 89% agree they feel well-prepared to respond to a person who is threatening to attempt suicide.

Given the success of CIT in the facilities, the DOC Field Services Division has applied for a grant with the Bureau of Justice Assistance to develop a curriculum that could be expanded to field offices. This is referred to as Mental Health DeEscalation training. This training is an abbreviated version of the original CIT 40-hour training and will last 16 hours. During the two day training, agents will be able to gain the skills necessary to assist those on supervision in crisis and to make successful referrals to appropriate agencies for ongoing follow up when required. This tool is being designed to improve outcome for people with mental illness after exiting prison or on probation.



**DEPARTMENT  
OF CORRECTIONS**

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## 2018 E.R. CASS CORRECTIONAL ACHIEVEMENT AWARDEE PATRICIA L. CARUSO

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Patricia Caruso is a long time NAAWS member and a valued contributor and former President. We are very proud of her receiving the E.R. Cass Correctional Award, the most prestigious award in Corrections. She is certainly most deserving. She has had a hand in almost every successful venture that NAAWS has ever undertaken. Please join us in congratulating Ms Caruso in the NAAWS suite after the E.R. Cass Banquet.

Patricia L. Caruso spent 23 years with the Michigan Department of Corrections including nine years as a warden and almost eight years as the Director of the Department, serving as a cabinet member to Governor Jennifer Granholm. She retired from the Department on January 1, 2011.

As Director she was responsible for directing the administration of Michigan's correctional system which included the adult prison system, probation and parole supervision, the parole board, community corrections, and all related administrative functions including a budget of approximately \$2.0 billion. During her tenure, the Department successfully reduced the prison population by more than 7,500 prisoners, implemented the nationally acclaimed Michigan Prisoner Reentry Initiative, realized a 33% reduction in recidivism, greatly expanded public and private community partnerships, increased use of electronic monitoring, and closed 14 facilities.

Director Caruso received a B.A. in Political Science and Sociology from Lake Superior State University and a Master of Arts in Comprehensive Occupa-

tional Education from the University of Michigan. She is currently the Chair of the Foundation Board, and a member of the Professional Advisory Board, at Lake Superior State University. She is a member of the Board of Directors and a Past President of the North American Association of Wardens and Superintendents. She is a Past President of the

Association of Women Executives in Corrections and the Association of State Correctional Administrators and is a Past Vice President of the American Correctional Association. She remains active in a number of other professional correctional organizations.

Director Caruso is frequently asked to speak at the local, state, and national level on topics including the story of Michigan's successful prison population reduction, prisoner reentry, professional management in the public sector, women in correc-

tions, leadership, over-criminalization, sentencing reform, and the politics of corrections. In addition to speaking at professional association conferences, she facilitates corrections leadership programs for the National Institute of Corrections, Sam Houston State University, and Prison Fellowship Ministries.

Director Caruso and her husband, Stan, have been married for forty one years and make their home in the Upper Peninsula of Michigan. They are the parents of two grown children and have four grandchildren.



From the desk of...

## The Executive Director

Gloria Hultz

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I am sitting here wondering what to say, as this will be my last message as your Executive Director.

Thirty - two years ago I became a NAAWS member. It was in New York City at the American Corrections Association Congress. I was nothing more than a first line supervisor in the Business Office at the Elmira Correctional Facility. I have to tell you it has been an adventure for sure.

In the late 90's I became Executive Treasurer. We have come a long way and we are financially sound. Gail Heller took over in 2011, when I became your Executive Director. This was not an easy task. Coming from the financial area of corrections and not security, I am sure there were many questions and concerns from the membership, as people got to know me, they soon realized I was very knowledgeable in this field. My father was a Corrections Officer, so was my husband. I was active in forming the New York Corrections and Youth Services Association in 1982. I have been a member of ACA since 1979.

There are many people I need to thank, so THANKS TO ALL NAAWS members, however, there are some great mentors I need to mention. Melody Turner, Susan Cranford, Susan Hunter, Sharon Johnson Ryan, Arthur Leonardo (my stand in dad), Burl Cain, Richard Stalder, Darrel Vannoy, Patrick Keohane, Todd

Thomas, Cherry Lindamood, Victor Herbert. These fine men and women have always had my back! THANK YOU!

Gail Heller, Kathy Gerbing, Cathy Linaweaver, Mike Graziano, Chuck Albino, Rusty Washburn, Kevin Curran, Joe Page III, and Deborah Suchumann are the greatest assets this organization has. I THANK YOU ALL FOR BEING THERE FOR ME!



Peter and Fely Grande, Mark, Barb, and Betty Inch, Jim and Betty Gondles, Stan and Pat Caruso, Don and Judy Dease, Neal and Paulette Pfeiffer. Thank you for making my husband always feel that he had friends when he came with me.

I should mention all the Vendors that have become very close to me, but I don't want to offend any of them if I missed them, so THANK YOU FOR ALL YOUR HELP AND DEVOTION.

In closing, I want you all to know that I am leaving this organization in a very good financial state and as a very well established association. Please continue this legacy and never forget where you have come from and always mentor fellow members to take our positions when the need comes along.

## **SUPERINTENDENT KATHLEEN G. GERBING**

### 2017 – 2018 WARDEN OF THE YEAR

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Kathleen Gerbing has been involved in the field of Correctional Services since 1970 when she began her career in the New York State Drug Rehabilitation Program. She has taught at all levels from the non-reader to the college student. She advanced from the classroom to supervision when she was promoted in 1979. She served as the facility Education Supervisor and facility Education Director for 14 years. As such, she was responsible for all academic, vocational, and recreational activities in a 950 bed, male, medium-security facility. It was during this time that Ms. Gerbing served as the Accreditation Manager for that facility's first Accreditation in 1993.

Ms. Gerbing has served as the Institutional Steward and Chief Fiscal Officer at Arthur Kill Correctional Facility. She was appointed to the position of Deputy Superintendent of Administration at that facility in 1997. In that capacity she was a member of the Executive Team and supervised the medical, maintenance and plant operations departments. In addition, she was responsible for overseeing all fiscal and human resources activities in the facility.

Ms. Gerbing currently serves as the Superintendent of Otisville Correctional Facility in Otisville, New York. This is a New York State Correctional Facility which houses 580 male, medium-security inmates. She has overall responsibility for all facility operations. Her many years of experience in the educational field however have led her to realize the critical need that education plays in preparing the inmate for eventual release

into the community. Her support and active role in the innovative John Jay College Prison to College Pipeline has been instrumental in the development of this dynamic and popular program at Otisville Correctional Facility.



Superintendent Gerbing has a bachelor's degree in English and a master's degree in English Education from Wagner College in New York City. She has a School District Superintendent's Certification in Secondary Supervision and Administration from the City University of New York. She has served as a Board of Trustee member for Staten Island Academy. She is a member of, and served as the Secretary and Vice President of the International Correctional Education Association. Kathy also served as a member of the College Education Review Team for the New York State

Department of Corrections. She is a member of the North American Association of Wardens and Superintendents. She is a member, and has been the Treasurer and President of the New York State Corrections and Youth Services Association. Kathy has been a member of the American Correctional Association since 1983, and currently is a member of the Delegate Assembly and has served on the Board of Governors. She has been selected as the recipient of the 2018 Warden of the Year by the North American Association of Wardens.



## NAAWS BUSINESS MEETING

Tuesday, August 7th, 2018

9:30am - 10:30am

Minneapolis, Minnesota  
Convention Center | 200F & G

## HOSPITALITY SUITE

Hilton Minneapolis, Suite 2036

Saturday and Sunday, August 4 & 5 | 5:30 pm – 12:00 am

Monday, August 6 | after Warden of the Year dinner

Tuesday, August 7 | after ER Cass Banquet

## WARDEN OF THE YEAR BANQUET

### Superintendent Kathleen Gerbing

Otisville Correctional Facility in New York

**August 6, 2018**

Hilton Minneapolis | Salon A

Reception - 6:30pm | Dinner - 7pm

Presentations follow Dinner

For reservations,  
contact Gail Heller at [gheller214@columbus.rr.com](mailto:gheller214@columbus.rr.com).  
Tickets are not being issued, you must have reservations.

Reservations are \$35.00

Pay online at [www.naawsonline.org](http://www.naawsonline.org) or send checks to:  
NAAWS, P.O. Box 3573, Dublin, OH 43016

## FAREWELL MESSAGE

by: Patrick Keohane

Over the past 20 years that I have served as vendor coordinator for NAAWS, I have been blessed to meet with many vendors and business partners. Our vendors have supported us through the years, and though I'll not attempt to address them individually, these people and companies have my gratitude for all their generosity and support over the years. They have continued to be loyal to and supportive of NAAWS.

Although I am retiring, these vendors will remain close friends and associates. I will remain active in the NAAWS organization and wish our current officers success in continuing to run one of the best organizations available to WARDENS & SUPERINTENDENTS in this country. I do feel as though my time and efforts were successful and for that I thank each of my business partners.

God Bless NAAWS!

Thanks to all my friends,  
Patrick Keohane, (ret) Vendor Coordinator



NAAWS  
Correctional Management Institute of Texas  
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Sam Houston State University  
Huntsville, TX 77341-2296



# Membership Application

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