

## BEXAR COUNTY JAIL'S K-9 PLACES 5TH OUT OF 50 TEAMS IN NEW COMPETITION

By Rosanne Hughes, BCSO Communications Office



The Bexar County Sheriff's Office (BCSO) has an award-winning employee who is making a name for herself. But she's not your average employee.

Moka, a 7-year-old Belgian Malinois, is the agency's single-purpose narcotics K-9 assigned to the Bexar County Adult Detention Center, where she has worked since February 2011. In

the last two years, she has participated in four competitions, each time performing well as she competed against law enforcement K-9's.

Her most recent exploit was placing fifth out of 50 teams with her handler, BCSO Deputy Esequiel Romero in the First Annual South Texas K-9 Competition at the Boggus Ford Events Center in Pharr, Texas.

The event, which was sponsored by the Hidalgo County Sheriff's Office, consisted of 50 dog teams from Hidalgo County,

Williamson County, Border Patrol, Customs Enforcement and Laredo Police, among others. Deputy Romero and K-9 Moka entered two events that involved locating hidden narcotics and included both article searches and vehicle searches. Each narcotic detection event required teams to locate as many hidden narcotic finds as possible in three minutes without any false alerts. The Bexar County team located six hidden narcotic finds without any false starts.

"Here at the Bexar County Adult Detention Center, we strive to provide public safety for the community, staff, visitors and inmates," said BCSO Jail Administrator Raul S. Banasco. "Training and competition exercises are key elements in ensuring both Deputy Romero and K-9 Moka are ready to perform their daily duties."

Deputy Romero said he and his K-9 partner have developed a great working relationship over the last 22 months together. "She's part of my family," he said. "I just love her, and my children love her. She's very protective of the household, the kids, and me as her handler."

"This is the fourth narcotics competition we've been in for the last 22 months," Deputy Romero said. "Moka is a very intelligent narcotics dog. In a competition, a team only has three minutes to do a narcotics search. She's getting used to the process. She's very precise when it comes to narcotic detection, so that's how she has performed so well in these competitions."

Deputy Romero praised the work of K-9 Moka's previous handler, Sergeant Robert Rodriguez, who relinquished his role as

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From the desk of...

The Executive Director 

Gloria Hultz

# PRESIDENT'S MESSAGE

By Cherry Lindamood



As another year draws to a close, it is time for each of us to examine ourselves, both professionally and personally. Time to review what we set out to achieve (started to say "what we hoped to achieve", but am reminded hope is not a strategy!), relish our attained goals and dissect our failures. Time to look forward to another year in which to challenge ourselves.

As we reflect, let us never forget the tragedies that have touched each of us in some way, and draw those we hold dear closer. Let us thank them for their impact on us.

I wish you and your family a wonderful holiday season! Thanks to you all!

Wishing everyone a Very Merry Christmas and a Wonderful New Year!

We will be very busy in January, and I hope we will see many of you in New Orleans. We will be at the Marriott and will hold our Warden of the Year selection on Sunday morning. If you are free, you are more than welcome to attend. As soon as I have a time, we will post it on our website and send an e-blast.

We are really moving on our NAAWS conference in April and will be discussing much of the details at our Monday Business meeting, which will be held at the Convention Center. The time and date are both listed in this issue. We are scheduled from 3 pm to 4:30pm, but I am hoping we can take care of all our business in an hour.

Please plan on attending these two very important meetings. Without your input we cannot succeed in our goals for this association.



## CALLING ALL WARDENS & SUPERINTENDENTS!

**COMMUNICATION** — Our website and regular newsletters share insights gained by wardens with years of institutional experience, as well as information relevant to prisons and jails. Flash e-mails are also sent regarding important issues.

**NETWORKING** — Hospitality suites and meetings at the ACA conferences provide opportunities to meet and exchange information.

**TRAINING** — In conjunction with NIC, Sam Houston University and other professional organizations, NAAWS offers Annual Training Conferences and workshops on many current issues.

**BUILDING FOR THE FUTURE** — NAAWS awards scholarships to promising students in the corrections field.

**RECOGNITION** — The annual Warden of the Year banquet permits peers to salute outstanding wardens.

Numbers do talk, and we can help jail administrators, wardens, and superintendents have their rightful voice in corrections if our membership increases.

Collectively, we can set goals and achieve results that make a difference when it comes to jail and prison operations and the status of wardens in our field. Do you think that the American Correctional Association needs to respond more aggressively to the needs of jail and prison administrators?

If your answers are yes; this is your opportunity to join the only wardens' organization that has members from coast to coast and throughout Canada and the United States.

Collectively, we can set goals and achieve results that make a difference when it comes to jail and prison operations and the status of wardens in our field.

Visit us at [www.naawsonline.org](http://www.naawsonline.org) to join today



Continued from page 1...

handler after being promoted.

"When I received Moka, she was already in top form after having worked with Sergeant Rodriguez," Deputy Romero said. "And now, I think we've just tried to capitalize on that and continue with training and putting her in different environments."

Sergeant Rodriguez praised K-9 Moka's strong work ethic. "I know her abilities," he said. "We've put a lot of training into her, and she loves to work. She just wants to work and please her master," he said. "She was my first female dog to work with, and she's very alert, and much more protective of her handler, and also good with kids."

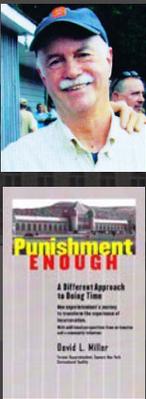
He added, "The bond that a K-9 and his handler develops is incredible. The K-9 will protect, serve and die for the handler. The only thing the K-9s ask for in return is compassion and a kind word."

The Bexar County Sheriff's Office placed Moka into service as a narcotic detention canine in February 2011. The Detention K-9 team has been trained to detect marijuana, cocaine, ecstasy, methamphetamines and heroin. The team completed a 160-hour Basic Police Canine Program, including basic obedience. Deputy Romero and K-9 Moka hold narcotic certifications through the National Police Canine Association, National Narcotic Detector Dog Association, Worldwide Canine, the American Working Dog Association and Tejas Elite Canine Association.

This latest event was the fourth K-9 competition Deputy Romero and K-9 Moka had entered. In February 2015 they entered the Jeremy Triche K-9 Narcotics Competition in LaPlace, LA., which was named after a Saint Johns Parish Louisiana Sheriff's Office deputy who was killed in the line of duty in August 2012. The second time the team competed, they placed 18th out of 61 in the singles event at the National Narcotic Detector Dog Association's National Conference in Tennessee. They also participated in a K-9 competition in Laredo, Texas this summer.

Deputy Romero said with practice, Moka is becoming more skilled at competing. "She understands the process of competition detection is three minutes," he said. "In real life, the process is different. It's free flowing. You allow the dog to search and follow the scent cone – when she picks up the scent – and then she tracks back and forth, closing the distance, pinpointing where the narcotic placement is located."

In the meantime, the Bexar County Adult Detention Center will continue to be home for K-9 Moka, as she continues her important work of narcotic detection.

"I have no problem with society's demand for punishment, including incarceration and even capital punishment for major criminal offenses. I believe that the sentencing of individuals to prison in the punishment. Removing them from their families for long periods of time, under constant watch, surrounded by other violence-prone criminals, with nothing to look forward to other than mandatory routine and prison food, is punishment enough."

**PUNISHMENT ENOUGH**  
A Different Approach to Doing Time

by David L. Miller  
Former Superintendent, Eastern New York Correctional Facility

**For ordering information:**

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## GO GREEN CORRECTIONS

by: Lieutenant Colonel Stephen T. Newman, Northwestern Joint Regional Correctional Facility, U.S. Army

Why would a correctional facility consider Green Corrections? If I told you green corrections can reduce costs, provide vocational training, lessen environmental impact and reduce risk in a facility, would you change your mind? These were the same questions the staff of the Northwestern Joint Regional Correctional Facility (NWJRCF) faced in 2011 when they considered the costs versus benefits of Green Corrections.

The NWJRCF added a horticulture and landscaping program in partnership with a local technical college in 2011. This vocational program provides up to 81 college credits for enrolled prisoners as it teaches a variety of agriculture and farming methods. The five acre farm grows a mixture of row crops including corn, kale, beans, lettuce, squash, cucumbers, and other leafy greens, netting over 9,000 pounds of vegetables in the 2015 growing season. Additionally, the prisoners grow six species of endangered grasses, saving the Army over \$400,000 in environmental fines each year.

As the size of the farm grew, further work was required to conserve the amount of water required to irrigate the farm. The facility added drip line irrigation to allow water to drip slowly onto the soil surface or directly to the root zone. They also built greenhouses to permit a longer growing season and conserve water during the initial stages of plant growth. As the greenhouses proved successful, the staff began experimenting with hydroponics, growing vegetables in water versus soil. This program increased production and set the stage for the latest addition to the "Green" approach, aquaponics. Aquaponics is the marriage of aquaculture (raising fish) and hydroponics that grows fish and plants together in an integrated system. The fish waste provides an organic food source for the growing plants and the plants provide a natural filter for the water the fish live in. Microbes and composting red worms form the final piece of the system and convert the ammonia from the fish waste into food for plants.

The aquaponics systems are still relatively small, consisting of 300 and 1,500 gallon tanks that hold a variety of bluegill, trout, sculpin, and crawfish. The use of aquaponics and hydroponics has tripled the quantity of produce grown each year and truly opened the possibility to growing year-round. Increasing environmental efficiency, the staff has also installed solar panels and a wind turbine to augment the power requirements for the aquaponics program.

Following each successful harvest on the farm, the staff and prisoners collected the stalks and produce by-products into composting piles, maximizing the use of natural fertilizer. In 2014, vermicomposting began, which is the use of worms as

a composting method. Worms are fed a variety of shredded documents and food waste to produce the castings, worm manure, which are considered a valuable nutrient for plant growth. The staff is still experimenting with the best means to deliver the castings and has begun work to create worm tea, a liquefied form of casting combined with molasses that permits a direct application and rapid absorption for plants. This product demands a premium price in local feed stores as each batch only lasts 5-7 days given the high bacteria content. Finally, the staff added a commercial composter this summer that will permit the composting of up to 2,000 pounds of food waste each week.

Other "Green" programs at the NWJRCF include the use of chickens to eat the bugs in the crops and the use of chicken waste as an additional source of fertilizer for the farm. The facility introduced two bee hives in 2014, increasing the pollination of the produce across the farm. While it's too soon to tell if the bees significantly increased the production on the farm, 2015 did prove to be a record setting year with the culmination of fertilizer, greenhouses, hydroponics, and aquaponics on the farm.

Most importantly, each of these programs began with very little cash and had the ability to increase proportionally over time. While all produce grown at the NWJRCF is donated to the local food bank, different facilities' regulations may permit use of this produce in dining operations. This incremental approach is significant, as not all of our initiatives have been successful. In 2013, the NWJRCF added goats to the "Green" arsenal in a pilot project designed to eat the grass and weeds between perimeter fences and clean brushy areas across the installation. Unfortunately, the goats were the wrong variety, and any potential cost savings quickly vanished as the hay and feed bill began to exceed any prospective benefits. Ultimately, the facility donated the goats to a local farmer as pets and folded the program. This stair-step approach allowed the team to try a project with three goats and then cancel the same project within a matter of months after cost savings failed to materialize.

So the next time you are looking for a way to cut costs, reduce risk, and provide a viable vocational program, consider a "Green" approach. It might just grow into something bigger than expected and provide a rare, prison good-news story.

The views presented are those of the writer and do not necessarily represent the views of the Department of Defense.

*This article is based on a presentation by the author at the October 2015 Wardens' Peer Interaction Program.*



## ARCHBISHOP OF SAN ANTONIO CELEBRATES CHRISTMAS MASS WITH INMATES

By Rosanne Hughes, Bexar County Sheriff's Office, Communications

Clothed in orange jumpsuits and lifting up tattoo-covered arms, they were not typical congregants at a Christmas service. But the roughly 60 men from the Bexar County Adult Detention Center who listened to San Antonio Archbishop Gustavo Garcia-Siller earlier this month sang along as a worship team played Christmas carols. It was one of two times each year the Archbishop conducts such visits inside the jail; the other happens each Mother's Day across the street at the jail's Annex Building.

Bexar County Sheriff Susan Pamerleau said inmates at the Bexar County Jail have access to various religious services on a regular basis, but the Archbishop typically visits inmates twice each year – speaking to the men before Christmas and to the women at Mother's Day.

"This is important for them," Pamerleau said, "because often, when individuals are in jail, they are at the lowest point in their lives, emotionally."



Jail Administrator Deputy Chief Raul S. Banasco said jail programs that meet spiritual needs can make a difference in the lives of incarcerated men and women. "Many times," he said, "inmates who seek religious services in jail gain a solid foundation for their transition back into the community as a productive citizen."

According to Aida Negrón, Manager of Jail Services and Programs, approximately 52,000 men and women attended religious classes and worship services last year. Negrón said there are more than 130 volunteers that assist with religious programming and more than 56 religious classes conducted inside the jail each week.

"When someone sits in a jail cell, removed from society and away from their loved ones, it can be a wake-up call for them," Negrón said. "Many will begin questioning the meaning of their lives and why they exist. Spiritually based classes help them with these questions and provide a new way of thinking about

life and who they are. This new way of thinking then becomes the foundation for new behaviors to emerge that are productive and good for society."

During his Christmas mass, the Archbishop urged the inmates to consider the choices they had made in their lives that led to their incarceration, and to seek lasting changes.



"At times we are deaf to His voice," he said. "We do not follow the Good Shepherd, but someone else who leads us astray. At times we are blind to what really matters in life. Allow the healing power of God to touch your lives."

He also urged them to seek forgiveness, both from God and from those whom they have harmed. "If we turn to Him and ask for forgiveness, He will forgive us," the Archbishop told the inmates. "God forgives. Always."



Do you know a **warden** who has gone the extra mile to solve problems in their organization, involve themselves in community and local organization, and mentored in the development of others? Nominate them for the

### 2016 WARDEN OF THE YEAR

Check out the NAAWS website at [naawsonline.org](http://naawsonline.org) for more information.



## LONG-TERM SEGREGATION HOUSING FOR HIGHLY ASSAULTIVE AND DANGEROUS INMATES

by: Warden T.J. Conley & Warden Sue Mickens, Georgia Department of Corrections

Several years ago in our Department of Corrections we faced an epidemic of violence at the hands of a segment of our inmate population. As one may have guessed they were gang members. These individuals were orchestrating random acts of violence in several of the major institutions. Assaults ranged from locker box break-ins to physical assaults with weapons. No item in the infrastructure of our prisons was spared from becoming weapons of assault. The violence escalated to the point of being carried out by known gang members, those trying to get into gangs, and those who were not gang members but were being paid to assault others.

As one can imagine the violence had an effect not only on the inmate population, but staff as well. There were cases of staff assaults by multiple gang members. Another adverse effect on staff was intimidation. Our staff was older, and unable to contend with the younger and stronger offender. As a result, staff at times chose not to perform duties related to being in direct contact; such as walking cell block and dorm checks. Instead they chose to take the "hope nothing happens" approach. This was during the time when cell phones were beginning to be used to have assaults carried out in different locations throughout the department. The climate was right for something to be done. Institutions were always on high alert. It was not uncommon for management staff to report back after hours to quell some form of assault. We, as a system, realized that the violence was being perpetrated by a small segment of individuals. The majority of the inmate population was abiding by the rules, and they were crying out to be safe from attack and harassment.

It was decided, on an executive level, that something needed to be done to extricate these dangerous individuals from the general population and establish special housing for them. Several locations were selected and modifications made to the existing infrastructure to fortify the Segregation Units. The department developed a program designed to segregate these highly assaultive inmates with the approach of Long-Term Segregation. In order for the approach to work, it had to be multi-layered and evolving. It was discovered that these inmates were general population inmates and inmates with mental health issues. The program was instituted as a way for the individual inmate to confront his involvement in past behavior. The program had to have buy-in from all areas within the facility, namely security; medical; counseling; recreation; and food service. The program had a treatment team consisting of the aforementioned members along with a psychiatric and psychological component.

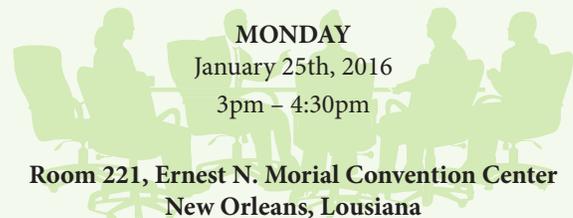
A treatment plan is developed for every inmate in the program, which is designed to last up to 24 months. The inmate is advised and agrees to the terms. The program has built in phases where the inmate is held accountable to complete before the treatment team will vote to advance him to the next phase. The entire day is structured from breakfast until lights out. He must participate in groups conducted in therapeutic modules or in-cell activity.

The security component is vitally important because of the escorts needed to get to activities such as group and yard call. The success of the program depends on the inmate's willingness to participate and staff cooperation. Staffing was affected during this period because some staff members saw that they were putting their lives at stake by being in a hostile work environment for meager wages, some chose to leave and the new hires faced a lag time from hiring to certification.

The need for these units was great and a noticeable difference has been realized. Since the advent of our Long-Term Segregation Housing Units, the level of violence has been curtailed. This program is not a cure, but it made a significant difference in our department. As long as there are prisons and prisoners, there will be a need for Long-Term Segregation housing units to place the most violent inmates.

*This article is based on a presentation by the authors at the October 2015 Wardens' Peer Interaction Program.*

### NAAWS BUSINESS MEETING



MONDAY

January 25th, 2016

3pm – 4:30pm

Room 221, Ernest N. Morial Convention Center  
New Orleans, Louisiana

### Nominations for the Medal of Valor are Open!

Do you know someone who performed a deed of personal bravery or self-sacrifice?  
Did they risk their lives for the good of their comrades?

**Visit [www.naawsonline.org](http://www.naawsonline.org) to nominate!**



WISHING EVERYONE  
*Happy Holidays*  
 FROM ALL OF US AT NAAWS

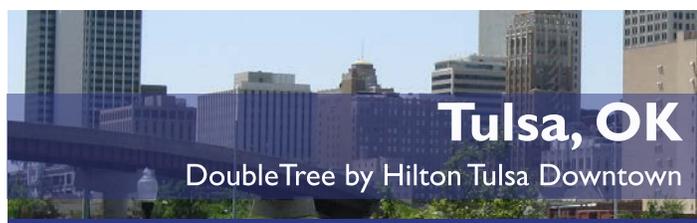
**2016 NAAWS CONFERENCE TO BE HELD IN TULSA, OKLAHOMA “FACING THE FUTURE TOGETHER”**

Make sure to mark your calendars now for the 2016 NAAWS conference which will be held in Tulsa, Oklahoma, April 12-14, 2016, at the beautiful Doubletree hotel in downtown Tulsa. We have a great planning committee this year that has been extra busy scheduling an excellent line-up of speakers and panel presentations. Among the topics to be covered are: Correctional Hospice Care, Innovative Strategies for Jail Administrators, Managing LGBTI Inmates, and many more. In addition, tours of the Dick Conner Correctional Center and the Tulsa City Jail are planned. This year’s conference will provide participants an opportunity to witness the proud and amazing heritage of Oklahoma when champion class Native American dancers take the stage during Tuesday night’s dinner.

The 2016 conference will no doubt be an educational and entertaining event no one will want to miss. Online registration is open, so make sure you reserve your spot today!



**NAAWS**  **2016 Training Conference**  
 North American Association of Wardens & Superintendents **April 12 - 15, 2016**



*From the desk of...*

**Michael L. Graziano**  
 Membership Chair

Membership in a professional organization is not a requirement, but is always encouraged. Membership provides access to educational materials, publications, training & seminars, professional certifications, and a variety of networking opportunities that can benefit both the Department and agency that you work for as well as enhance your professional career development.

NAAWS is an organization that is increasingly looked to for training, leadership, and advice in the National Corrections field. NAAWS puts on excellent conferences that provide outstanding opportunities for training and networking. NAAWS is an organization on the rise nationally and continues to provide the following:

- A regular newsletter sharing relevant information to prisons and jails
- Hospitality suites and meetings at the ACA conferences which provide opportunities to meet and exchange information
- Workshops on issues such as Managing Change and Diversity in the Workplace
- Awards and scholarships to promising students in the correctional field
- An annual Warden of the Year banquet which permits peers to salute outstanding wardens

Our membership is constantly growing and currently stands at 1,250 strong. I encourage you to recommend joining NAAWS for all the reasons that are stated above. NAAWS has been fortunate to have great, forward thinking leadership.

Consider sharing these great benefits with your peers and staff and help us to continue building a strong and effective organization that will continue to be a leader in the field of corrections.



 **WORKSHOPS**

at the **2016 ACA WINTER CONFERENCE**  
*January 22nd - 27th, 2016 • New Orleans, Louisiana*

**CORRECTIONSTRAINING:**  
*A SYSTEMATIC APPROACH*

**Speaker:**  
Peter Grande, CCE (Lt. Col-Retired), Chief of Staff  
Military Correctional Complex, Fort Leavenworth, KS

**Moderator:**  
Charles Albino (Warden-Retired), President  
Corrections Advisory Group, LLC

**Description:**  
Is your staff trained in the tasks needed to make your facility more secure, efficient, and safe? Do you have a facility mission statement, departments/sections collective tasks, and individual tasks for all your staff members? With reduced budgets and training resources, on which tasks should you concentrate your training time and on which tasks will you accept risk? This session will provide a systematic approach process to developing a training program from analyzing basic correctional officer tasks to county and state statutes.

**CORRECTIONAL FATIGUE:**  
*HELP YOUR WORK FORCE IMPROVE  
THEIR HARDINESS SCORE!*

**Speaker:**  
Catherine L. Linaweaver, Corrections Specialist, Creative Corrections; Warden-Retired, Federal Bureau of Prisons

**Moderator:**  
Mike Holm, Chief Operating Officer,  
Creative Corrections, Beaumont, TX

**Description:**  
The day-to-day stress of working in a correctional setting can take a toll on staff. If it goes unmonitored too long, it can have damaging effects on the individual employees as well as on a facility's ability to successfully carry out its mission. Learning how to improve one's hardiness score is important to cultivating an individual's authentic happiness, building a healthy, high performance team, and developing strong leadership characteristics. During this session, participants will discuss potential causes of correctional fatigue and hear real-life examples of

its detrimental effects. In addition, they will learn the definition, importance, and the elements of hardiness. They will receive practical examples which can be used to improve their hardiness, and they will be introduced to several additional personal growth topics to explore on their own.

**SUICIDE PREVENTION IN  
JAIL & PRISON SETTINGS:**  
*THE CURRENT STATE OF AFFAIRS AND  
BEST PRACTICES IN PREVENTION METHODOLOGY*

**Speakers:**  
Selma De Jesús-Zayas, PhD, Director  
Mental Health at Creative Corrections, Miami, FL

Todd Thomas, Warden  
Trousdale Turner Correctional Center, CCA

**Moderator:**  
Donald W. Murray, Jr., Ed. D., Managing Director, Quality Assurance Division, Corrections Corporations of America

**Description:**  
This workshop will provide a detailed overview of the most recent (2014) suicide data from local, state and federal prisons and jails as obtained from the Bureau of Justice Statistics. The presenters will compare and contrast suicide dynamics from those that are incarcerated with those occurring in the community and will emphasize the best prevention practices as evidenced by multiple research studies on this important topic. They will also discuss the important roles that staff training, internal audits, effective communication and facility leadership support for the suicide prevention program play in operating a best-practices prevention program.

**For questions, contact Mel Williams at  
melwilliams@outlook.com or (716) 592-7766.**  
Visit [www.aca.org](http://www.aca.org) for more information about the  
2016 ACA Winter Conference.