

## NAAWS Conference 2015

by: Pat Keohane, NAAWS Vendor Coordinator



This year's Annual Training Conference was held at the Embassy Suites Hotel, in Kansas City, adjacent to the Kansas City Airport. This proved to be an excellent opportunity and provided perks for those who attended such as free vehicle parking and shuttle service to and from the airport and the hotel. There was also a special rate for rooms, free breakfast and evening hospitality, all provided by the hotel. The hotel staff was excellent and handled all needs for one of the best training conferences yet. All the meals were exceptional and our vendor support was generous. Many compliments were expressed by those in attendance.

One of NAAWS's specialties is involving vendors in all aspects of the conference. Many of the vendors have been a part of the conference for years. Luncheons, dinners, evening activities and transportation are all part of attending a NAAWS conference.

The 2015 NAAWS conference was a complete success. The conference started out Monday afternoon, with a trip to a golf course for a round of golf. Keefe Group provided snacks and all who golfed received a box lunch. Jenni Nakamoto, of the Nakamoto Group, provided additional support

with golf balls and some prizes for those who participated. Transportation to and from the golf course was provided by Motor Coach Industries (MCI). The evening was enjoyed by all, compliments of the Embassy Suites Evening Hospitality.

Tuesday morning kicked off with registration and the vendor hall opening. Opening Ceremonies were held with posting of the colors by two Missouri Department of Corrections staff and two Federal Correctional officers.

The first breakout session was "Top Bosses Round Table Q & A." The bosses were: George Lombardi, Missouri DOC Director; Major General Mark Inch, U.S. Army Corrections; Mary Livers, President of ACA; Paul M Laird, Regional Director, Federal Bureau of Prisons and Joseph Booker, Deputy Secretary New Mexico DOC. The moderator was Patrick Keohane, (ret) Warden Federal Bureau of Prisons and NAAWS Vendor Coordinator. Many in the audience asked questions and it was a very lively discussion by all.

The breakout was followed by (ret) Judge Betty Adams Green's presentation of "Juvenile Justice Issues." Her honor was outstanding in her presentation of Juvenile Issues in Nashville, Tennessee and around the country. Then after this session, we broke for lunch. Our luncheon was sponsored by Wexford Health Sources.

The breakout, "Corrections as a Career" was presented by: Cathy Linaweaver, (ret) Warden, Federal Bureau of Prison; David Donahue, Former Commissioner DOC Indiana and VP of the Geo Group and Amber Nelson, Deputy Regional Director, Federal Bureau of Prisons. The audience was able to ask questions of the presenters, and it was a very active session.

The last session of the day was "PREA Discussions and Updates," presented by David Haasenritter and Chuck Kehoe. Both presenters have done more PREA audits than anyone else in the country. The whole session generated many questions to the presenters.

The last thing on Tuesday's busy schedule was dinner at 7:00 PM. Dinner

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## PRESIDENT'S MESSAGE

By Cherry Lindamood



I just want to take the opportunity to thank you all for the work you do every day. We work in a very challenging environment with high stakes for the public, our staff, and the inmates we serve. Recent events remind us of the importance of maintaining a professional relationship in our daily interactions.

I also want to remind you about the importance of spending time on yourself and your family. As we enter the summer season, many of us will vacation with those we care about. Treasure

your time and take care of yourselves, both physically and emotionally. I look forward to seeing you in Indianapolis for ACA and in Tulsa for the 2016 Spring Conference. Be good to yourself and thank you for what you do!

## Wardens' Peer Interaction Program

CMIT in partnership with NAAWS



### Program Facilitators



**Pat Caruso** served the Michigan Department of Corrections for 23 years, including 9 years as warden and 2 years as Regional Prison Administrator. In July 2003, she was appointed Director by the Governor and retired on January 1, 2013.



**Richard Stalder's** career with the LA Dept of Public Safety and Corrections began in 1971 as a Correctional Officer and ended in 2008 when he retired after serving 16 years as Secretary. His service included responsibility as Superintendent and Warden of adult and juvenile facilities.

**Oct 19-23, 2015 • Huntsville, Texas**

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



## Calling all Wardens & Superintendents

Visit us at [www.naaws.corrections.com](http://www.naaws.corrections.com) to join today

### WHY JOIN?

Does it seem like institution heads have little voice in the policies shaping their operations?

Would you like to see wardens accorded the respect and influence they once received?

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.

Numbers do talk, and we can help wardens, superintendents, and jail administrators 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.

### NAAWS ACTIVITIES ADDRESS:

♥ **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.



### Continued from page 1...

was sponsored by Keefe Group, Buford Satellite System, Correctional Cable, JPay, Management Training Corporation (MTC), Corrections Corporation of America (CCA) and the GEO Group.

Registration opened at 7:30 AM on Wednesday, March 25, 2015. The vendor hall was opened at 8:00 AM and stayed open until lunch at 12:00 Noon.

Wednesday's first breakout session, "Cell Phone Issues," was led by Shawn Smith, Mississippi DOC; Mike Hynes, Cellsense and John Snyder, Shawntech. Audience members from various communications companies also participated in the spirited discussions.

The Wednesday luncheon was sponsored by Trinity Service Group. The luncheon was a surprise recognition of Charlie and Ann Benson. Charlie and Ann were honored for their distinguished careers in the field of corrections. Many friends, business associates and fellow Federal Bureau of Prisons staff honored Charlie's retirement with plaques and recognition of his remarkable career. Steve Sleight and Pat Keohane served as "Masters of Ceremony." Gloria Hultz, Executive Director of NAAWS, presented the NAAWS Retirement Plaque.



On Wednesday afternoon there were two breakout groups. The first was "Transformational Leadership and Warden Exchanges." The facilitators were Pedro C. Moreno, Prison Fellowship; Cathy Fontenot, Louisiana Attorney General's Office; Bob Hood, (ret) Warden, Federal Bureau of Prisons and Burl Cain, Warden, Louisiana State Penitentiary, Angola.

The second breakout session was "Why do Wardens and Superintendents Use Restrictive Housing?" The moderator was Mel Williams, (ret) Superintendent, New York DOC. Other participants were Chuck Albino (ret) Warden, DOC New Jersey and Richard Alford, TDCJ Region 1 Regional Director. This was an active session, and there was substantial audience involvement.

That evening, those who were interested boarded a bus and headed for

the Argosy Casino. Others were treated to the hotel hospitality for the evening and then to the NAAWS Hospitality Room.

Thursday, March 26, 2015 was our last day of activity. After an early break-



fast, we boarded two buses and headed to the U.S. Penitentiary, Leavenworth, Kansas. We were met by Warden Claude Maye and his staff at the front steps of the penitentiary and given a tour of the facility. We toured various parts of the penitentiary and visited the museum with all its history and information. Three former Leavenworth Wardens were in our group; Bob Matthews, Joe Booker and Charlie Benson. Pat Keohane, who was the Associate Warden (Custody), was also present. Warden Maye and his staff gave us a film presentation of the history of the penitentiary.

We then departed the penitentiary and headed towards the U.S. Army Base led by Peter Grande, Chief of Staff. We were accompanied on the buses by members of the Military Police and went to a lunch sponsored by Creative Corrections (Percy Pitzer) and CorrectRX Pharmacy (Bob Matthews) on the base at the former Officers' Club. During lunch we were treated to a historic film about the history of Fort Leavenworth. We were taken on a tour of the Army Facility Correctional Institution and shown various statues on the base.

It was a great conference. We hope to see many of you in the future at the 2016 NAAWS conference.

## HOSPITALITY SUITE

*Indianapolis  
Marriott Downtown*

**Saturday, August 15**

6pm - Midnight

**Sunday, August 16**

6pm - Midnight

**Monday, August 17**

(After WOY Banquet)

## STUDENTS: THE FUTURE OF CRIMINAL JUSTICE

by: Patrick Perry, ACA Chair for the Student Affairs Committee

When contemplating the future of the Criminal Justice System, one ought to consider the role of students. They are the future of our profession, whether they become leaders or front line staff. In my experience, when dealing with students, I find that many of them want to be cops or FBI agents. They think of corrections and the juvenile justice system as the "red-headed stepchild" of the CJS.

ACA-SAC is the Student Affairs Committee of the American Correctional Association. The ACA has begun a student chapter program in order to help future practitioners in the field network with current professionals, share information on the field, and to enhance the educational experience of students in Criminal Justice. The focus of SAC is on developing student chapters in colleges and high schools with the idea of providing experience in all areas of corrections, which includes security, administration, business and accounting, technology, education, counseling, and more.

The first student chapter of the American Correctional Association came into existence on the campus of the University of Central Missouri in 1995. All students interested in a career in corrections were eligible to join this organization. At present, there are approximately 20 plus student chapters across the nation.

Student chapters can function on a number of levels. At the local level, ACA student chapters may organize tours of prisons and other criminal justice institutions, obtain guest speakers, participate in community service activities and other events that may be beneficial in helping to familiarize them with the criminal justice system.

On the statewide level, students may attend statewide symposiums where they have the ability to network with and receive the same training as the professionals in their respective states.

At the national level, the SAC encourages participation in the ACA Conferences where the students can have access to an even broader networking and training experience.

It is hoped that these experiences, at all levels, will help educate future correctional professionals as to the complexity of corrections and to familiarize them with standards in prisons, jails, juvenile facilities, and community corrections.

It is also hoped that these experiences will provide students with an understanding that criminal justice operations are based on values, ethics, cultural expectations, and legal responsibilities that are often overlooked in classes, internships, or tours.

By encouraging students to attend local, statewide, and national conferences, they are offered the opportunity to not only network, but to also make contacts that may provide them with professional mentors. This is beneficial to both the student and the mentor. We are never too old to learn. Mentoring allows for an exchange of ideas between professionals and students that students can take back to their schools to share with others. Guiding a young professional can provide the mentor with the

satisfaction of knowing they have played a part in helping develop a well-rounded, future criminal justice professional.

Mentoring can, and should, offer a way for college instructors and others who teach criminal justice classes, to develop a curriculum around issues of ethics and standards. This will allow for the integration of history, philosophy, agency administration, and other issues into the classroom setting.

If nothing else, the aforesaid experiences allow the students to learn about the accreditation process that they will encourage in future professional capacities. Participating in student chapter activities also provides them with great networking opportunities, possibly leading to possible internships and/or employment.

The interaction of professionals with students can enhance public awareness of corrections issues as young people tend to actively share their experiences with peers and others.

As previously stated, students are our future. Whatever we can do to foster their development and understanding of the criminal justice profession, is a worthwhile endeavor. Please take a minute to consider mentoring a young person, encourage their participation in NAAWS, ACA or your state criminal justice organization. They will appreciate the opportunities you can provide for them. You will find that it is time and money well spent, and who knows, you might find a renewed outlook for your profession.

### WARDEN OF THE YEAR BANQUET

**Warden Hector Rios**

Lawton Correctional Facility

Warden

**August 17, 2015**

The Rathskeller Restaurant

401 E. Michigan St, Indianapolis, IN 46204

**Cocktails - 6pm | 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 \$25.00**

Send Checks to: NAAWS, P.O. Box 3573, Dublin, OH 43016



2014-2015  
Warden of the Year

**Warden Hector Rios**  
*nominated by GEO Group*

Warden Hector Rios manages the Lawton Facility, a medium/maximum security adult-male facility with an inmate capacity of 2,526 for the Oklahoma Department of Corrections

Lawton is the largest correctional facility in the Oklahoma Department of Corrections Inventory. The facility is accredited by the American Correctional Association (ACA), Correctional Education Association (CEA), and National Commission on Correctional Health Care (NCCHC). The state is faced with overcrowding and has no extra beds to manage its medium/maximum security population. As a result the Lawton Facility general population has 462 maximum overrides to medium. The facility also houses over 600 Security Threat Group (STG) members.

When Warden Rios arrived at his new assignment at the Lawton facility a little over 2 years ago, the number one task at hand was to deter gang-related violence, and Warden Rios has done just that. Other accomplishments of Warden Rios include:

- Long term & on and off lock downs of the entire facility have stopped, ending years of these types of lockdowns;
- STG members have been isolated to one housing unit which allows for normal operations of the rest of the facility;
- Inmate dining is a much more pleasant environment after converting line feeding in dining room to satellite feeding in day rooms;
- Developed an internal housing plan that separates the facility into distinct housing areas for different segments of the population;
- Converted a hostile and stressful environment in general population to a safer, more secure environment as evidenced by dramatic reduction in inmate on inmate assaults. Since March of 2013, all assaults have been reduced by 50%, assaults with weapons reflects a 52% reduction, assaults resulting in serious injury reduced by 55%, group assaults reduced by 67%, and STG based assaults reduced by 55%; and
- Inmate participation in education programs reflects a 12% increase and program completions have increased by 155%! Additionally, the time needed for program completions has dropped by 50%.

Warden Rios has faced many challenges in managing difficult and, at times, violent predatory groups in the general population. His leadership and forward thinking has resulted in not only a dramatic reduction in violence, but a parallel dramatic increase in program participation and completions by general population inmates.

Warden Rios has started partnerships and built relationships with local law enforcement agencies and many other external agencies. This past year, Lawton Correctional Facility has completed its first full scale emergency response drill with outside agencies.

Warden Rios often serves as a guest speaker at local schools, helping the community better understand the facility and its mission.

From the desk of...

*The Executive Director*   
Gloria Hultz

I hope all our members are doing well and getting ready for Indianapolis. We will be very busy at this ACA. We will be celebrating our Warden of the Year and our Medal of Valor winners. This event will be held on August 17, 2015, at the Rathskeller Restaurant. We will be providing transportation for those who wish to ride to this location. NAAWS will be located at the Indianapolis Marriott Downtown. Maybe there will even be a few surprises in Indianapolis. Come and join us so you can be part of this great experience.

We also have started to prepare for the 2016 NAAWS Annual Conference, which will be held in Tulsa, OK. We will have information in Indianapolis for the upcoming event. If any of you attended our Kansas City Conference, you know that we provide excellent workshops and always try to deal with the most current issues in our field.

I don't like to get carried away, but I want you all to know that we have a few people who go above and beyond their scope as members and chairs for our organization. I want to thank Pat Keohane, Gail Heller, and Deborah Schumann for always stepping up to the plate. Thank you all!

In May we held the Wardens' Peer Interaction Program at Sam Houston State University. Pat Caruso, Doug Dretke, Harley Lappin and our very own Training Chair, Mel Williams were the facilitators. If you haven't attended this program, you are really missing a wonderful opportunity to network with fellow peers from around the United States. Thank you Doug, Pat and Harley for being there for us!

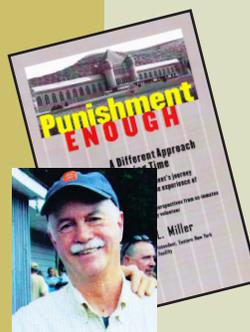
## NAAWS BUSINESS MEETING

MONDAY

August 17th, 2015

3pm – 4pm

Room 102, Indiana Convention Center  
Indianapolis, Indiana



## Punishment Enough

*A Different Approach to Doing Time*

"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.**"

**David L. Miller**

*Former Superintendent, Eastern New York Correctional Facility*

**VIDEO VISITS: STAYING CONNECTED**

by: *Rebecca Schieffer, Association Warden  
South Dakota Department of Corrections*

What is a Video Visit? Is it something on a kiosk? Does the family pay for it? Or, is it something that doesn't cost family and friends anything to have a visit, even if they live 1000 miles from the Prison?

Video Visits at the Mike Durfee State Prison in Springfield, South Dakota are something different. The administration was tasked with the challenge to create a way for family and friends of inmates to visit if the weather didn't allow travel, if their health did not allow for the trip, or if the visitor could not afford to make the trip. This is where Video Visits comes from using Skype™.

The visits take place in our Video Visit Room of the Education Building. The inmate sits in front of a computer monitor that is "spliced" or connected to the computer and monitor that is controlled by the officer. This ensures that the inmate does not have access to the internet and will allow the officer to monitor the Video Visit from his computer, while in the same room. The inmate only has a webcam, speakers with headphones, and monitor in front of them. The inmate's family member or friend must be an approved visitor and must have signed up for a free Skype™ account. Visitors call in to the institution on a designated day and time, and the visits are scheduled. Visits are 15 minutes in length and held Monday through Friday between 8:15am and 4:00pm. An evening session is offered on Wednesday nights, between 5pm and 8:30pm. No Video Visits are held on holidays or weekends. Holidays and weekends at the Mike Durfee State Prison still have in person visits. Remember, there is no contraband coming in to your facility with a Video Visit.

We have had a total of 705 fifteen-minute video visits from February 3rd, 2014 to January 23rd, 2015. This is an average of 59 visits per month for the first year. We have had inmates be able to visit with family or friends from places as far away as the countries of Poland and Germany.

The first Video Visit was an amazing thing that wouldn't have been possible otherwise. On the first Video Visit, a mother in Washington State not only saw her son for the first time in five years, but turned her cell phone (with Skype™ app) to the family dog, Rocky. This was the first time the inmate could actually see the dog that his mother had always talked about!

I have been told that family members have scheduled their Video Visit to coincide with a child blowing out their birthday candles so the inmate could see this special moment. These are new possibilities that we have never had before for our incarcerated offenders to stay connected to their family. Staff see this as a positive experience and know that the more contact an inmate has with pro-social family members and friends, the less disciplinary issues there will be, as well as lowering the risk of recidivism. This has been a rewarding and educational pilot project for our prison.

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



**Medal of Valor  
Recipients**

**C.O. Elliot Brown** / Arizona Department of Corrections

**P.O. Brian Melvin** / Kentucky Department of Corrections

**Major Michael Vaughn** / Louisiana Department of Public Safety & Corrections

**Sgt. Larry D. Henson** / Oklahoma Department of Corrections

**Lt. Josh M. Lee** / Oklahoma Department of Corrections

Join us on August 17th, 2015  
at the Rathskeller Restaurant in Indianapolis  
to honor these awardees.



**2016 Training Conference  
April 12 - 15, 2016**



**Tulsa, OK**  
DoubleTree by Hilton Tulsa Downtown



VISIT [WWW.ACA.ORG/REGISTER](http://WWW.ACA.ORG/REGISTER) FOR MORE INFORMATION AND TO REGISTER

# I 45TH CONGRESS OF CORRECTION

AUGUST 14-19, 2015 • INDIANAPOLIS, INDIANA

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## COMBINING STAFF AND OFFENDER ENGAGEMENT FOR A HEALTHIER PRISON ENVIRONMENT

by: Kris Kline, Warden - Kit Carson Correctional Center

As I am sure is the case with most prisons, jails, detention facilities, etc.; staff recruitment and retention remains a large operational issue. The wages are medial and the environments can be harsh. High staff turnover rates have an impact on many functional areas such as budgets, training, staff morale, as well as having a direct impact on offender incident rates due to lack of experience. Due to the turnover rates, facilities are faced with new inexperienced staff, who eventually become inexperienced leaders, creating a cycle within the staff ranks that can lead to serious issues. The question is, "How do we, as facility operators, change this culture?"

The hiring process is the starting point and in this writer's opinion, the most important function we perform. The staff we hire are a direct reflection of our organizations and the corrections industry. Having recognized how instrumental this is, it would stand to reason, those who make the selections should be key leaders in the facility and should have a vested interest in the potential staff member's success. After much observation and dissection of what was the current hiring process at a recent facility, it was discovered that the staff making the recommendations and conducting the interviews did not fit the previous description of key leaders. Many of us are guilty of this, utilizing staff who are available at the time of an interview because we are too busy to participate in the process ourselves. This typically results in candidates being offered positions without meeting the standard of quality we would desire, based on the immediate need to fill positions at any cost. This practice only contributes to the larger issue of turnover. By making an adjustment and adding members of the facility executive team (Chiefs/Majors, Assistant Wardens and Warden), there is a more selective process as these individuals are vested in the success of the selected candidates. This also sends a message to the current staff and potential candidates of how important this process is.

As instrumental as the hiring process is to get the best most qualified staff, it is equally as important to retain these staff. This retention plays a role in staff morale and builds a stronger sense of teamwork and equity of duties throughout operations. This type of teamwork can be described as an indirect method of staff engagement, as the better quality staff are engaging each other daily and supporting one another's efforts. While we all try to make contributions to staff by holding special events, giving prizes, etc., it is the collaboration of ideas and opinions that have a lasting effect on staff, as this instills a sense of value to them. By allowing staff to have a voice in the operations and the ability to question practices without fear of reprimand, a level of trust is presented to them that breeds a sense

of confidence. As we are all aware, confident staff are engaged staff and spread a positive message throughout any organization. This message can turn the tides on a negative culture and create a working environment that is desirable for all.

In terms of providing a positive work environment, if you were to survey a group of corrections professionals about their work conditions, you would most likely hear the same responses. The conditions are dangerous, they are demanding, and they are depressing. At a recent peer interaction program comprised of Wardens from all over the nation, a very true realization was made by a fellow Warden. He asked "Do I flip burgers for \$15 an hour with no stress, or do I get disrespected, abused and mistreated in a prison for the same \$15 an hour?" While his point is valid and we all know the dream of pay increases is not an option and most likely not a cure, the question becomes "How do we influence change in the work environment to make the \$15 an hour in a prison more desirable?" This is done by changing the offender culture through meaningful programs, behavior incentives and positive reinforcement. Out of the box thinking can lead to innovative programs that do not cost much to operate and in many cases save money as they can result in incident reductions. Dog programs have a huge impact on offender behaviors and those around them. Programs that give back to the community, such as braille and veterans groups provide the offender population with a means of positive purpose. Incentives for cleanest living quarters coupled with lowest incident rates focus offenders energy in a positive direction. In discussing these initiatives with a group of wardens, the question was posed on if staff embraced such incentives or were resentful of them. My answer to them was the same I give staff in the facility, "If a positive program or educational course provides an offender a means for positive reentry to society, this is one less person victimizing my family and community." When taking into perspective what the end objective is, the payout for occupying an offender's time with positive programs cannot be tagged with a price. This in turn changes the dynamics of \$15 an hour to flip burgers with no true purpose versus \$15 an hour to work a noble profession that serves a meaningful purpose to society on a grand scale, and that is the environment that engages and retains staff.

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