

## BRINGING DANCING & TAILGATING TO CHILDREN OF INMATES

by: *Brittney Daniels, Social Media & Marketing Coordinator*

Silent Victims of Crime (SVC) is one of the twelve agencies that compose the Service Network for Children of Inmates (COI). This fall, COI will be hosting their 1st Annual COI Bonding Father-Daughter Dance and COI Bonding Tailgate event. Having an incarcerated parent can sometimes cause many youth to miss out on traditions one might experience with a full family unit. Although a major component of this organization are the prison visits, COI goes beyond that through creating experiences that benefit the entire family.



Diana Venturini, Director at Office of Community Engagement for Miami-Dade County Public Schools (MDCPS), introduced Paulette Pfeiffer of SVC to Alberto Carvalho, Superintendent of Miami-Dade County Public Schools. As 2014's National Superintendent of the Year and being recently named by Scholastic Administrator as one of "The Fantastic Five" educators making a difference in America, Superintendent Carvalho's efforts will surely

raise awareness for children of prisoners. COI Bonding events will be held in October and over the holidays. MDCPS' Project Upstart's



Project Prom, will also be donating shoes, dresses and accessories from non-profit organization Style Saves' warehouse.

What about the inmates? The Miami Global Colombian Lions Club offered to provide suits to the fathers along with centerpieces and tablecloths to bring together a real formal dance atmosphere at the 4 prisons hosting these COI Bonding Visits in October. If that wasn't enough, the Lions Club also offered to provide volunteers.

The United States has the largest population of prisoners in the world. There are currently over 2 million children in this country under the age of 18 with an incarcerated parent, over 15,000 of these are in Miami -Dade County. COI works with 3,000 of these youth. This is a significant portion of the population, and they deserve a

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# PRESIDENT'S MESSAGE

By Cherry Lindamood



I am spending my week facilitating a leadership class for middle managers. During a session, the instructor said something that is very pertinent to our leadership roles. As a leader, you need to get over yourself! Being placed into a leadership role completely changes your responsibilities and should cause you to take a critical look at yourself and identify the areas you need to work on to be a better you and a more effective leader. Not one of us is the perfect leader. Regardless of the position you hold within your organization, your people are your future.

Your responsibility is to model the behavior you expect to see in others. You must be highly ethical, be an effective manager of conflict, and be an agent for (sometimes unpopular) change. You are now responsible for the well-being of your staff...they must be treated with the respect they deserve. You, as a leader, are under constant scrutiny to determine if you are actually walking the talk...are your actions consistent with your words.

Patrick Lencioni, an author of leadership books and consultant to Fortune 100 companies, said "I am tired of hearing about Servant Leadership, because I don't think there is any other kind of leadership." Bottom line is, it's not about you...it's about your people. Treat them as valuable assets, because you can't be a leader without followers.

— *Cherry Lindamood, NAAWS President*



♥ **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.

## CALLING ALL WARDENS & SUPERINTENDENTS!

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**



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fighting chance.

COI operates the largest prison visitation program for children with incarcerated parents in the world, bringing children to visit their parents through the COI Bonding program at 17 Correctional Institutions in Florida.

These visits provide the child the benefit of maintaining a full family unit while giving the incarcerated parent a chance to be a parent. They create a welcoming atmosphere while promoting educational and fun experiences for everyone to learn, grow and move forward on a positive path, together.



## Silent Victims of Crime

“Children of Incarcerated Parents”

COI still needs assistance acquiring football jerseys and decor for the COI Bonding Tailgate event. To get involved please email Event Chair, Paulette Pfeiffer at [svc@silentvictimsofcrime.org](mailto:svc@silentvictimsofcrime.org).

To learn more about the issues facing children of inmates, visit [www.childrenofinmates.org](http://www.childrenofinmates.org).

Silent Victims of Crime is an organization devoted to empowering children of incarcerated parents through positive mentoring and educational enrichment while cultivating a national awareness. Visit them at: [www.silentvictimsofcrime.org](http://www.silentvictimsofcrime.org)



“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

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

For ordering information:

please call David Miller at 845-255-7208 or email at [duffy20@hvc.rr.com](mailto:duffy20@hvc.rr.com)

The Correctional Management Institute of Texas in partnership with NAAWS



**May 23-27, 2016 • 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)

**2016**  
**ACA WINTER CONFERENCE**  
JANUARY 22ND - 27TH, 2016 • NEW ORLEANS, LOUISIANA

**ACA**  
FOUNDED 1870

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

## **NAAWS BUSINESS MEETING MINUTES**

**February 9, 2015 - Long Beach, California**

### **1. Welcome and Introduction, 3:00pm**

a. President Cherry Lindamood opened the meeting and all participants introduced themselves (attendance sign in sheet attached).

b. Changes to the Executive Board were discussed. Cathy Fontenot resigned due to accepting a new position in Louisiana. Cherry Lindamood stepped up to President, Seth Smith is now 1st Vice President.

### **2. Approval of Minutes from August 18, 2014**

Mike Graziano introduced a motion to approve the minutes of the August meeting with a change to correct President Thomas' name in Item 9, seconded by Pat Perry. Motion carried.

### **3. Executive Treasurer's Report**

All meeting participants received a copy of the financial report which was reviewed in detail by Executive Treasurer Gail Heller. The association continues to do well financially and has a current balance in all accounts of \$70,751.13 as of January 31, 2015.

### **4. President's Report**

President Lindamood discussed her new role as president.

### **5. Executive Director's Report**

a. Executive Director Gloria Hultz reported that The Grapevine is hot off the presses and should be out very soon. Delays were due to the previous editor at SHSU being promoted.

b. Member Doug Dretke is undergoing cancer treatment and is doing well. He hopes to join us in Kansas City.

c. Past Executive Director Art Leonardo appreciates the donation made in his wife, Ellen's name.

d. Member Jimmy LeBlanc sent a thank you note for the donation in memory of his son.

e. Individuals are needed to move into the Sergeant-at-Arms positions. It is important that the by-laws are followed. Discussion followed. A suggestion was made by Chuck Albino that participants review the by-laws and come to the next meeting prepared to discuss the qualification for being President of the association.

f. Executive Director Hultz revised letters to state leadership regarding Medal of Valor and Warden of the Year adding language to improve clarity. Letters will now go out September 1 with a due date of December 1. Sample letters with the new language were distributed.

g. Please register for the Kansas City conference. PayPal is currently encountering some "glitches" which we hope to resolve quickly. In the meantime contact Gail Heller and she will process payment over the phone.

h. The Warden of the Year for 2015 is Hector Rios from GEO. There were 18 submissions. Eight states submitted nominations for Medal of Valor resulting in 5 awards.

### **6. Membership Report**

a. Membership Chair Mike Graziano reported that the association has 1204 members as of January 31, 2015.

b. After some discussion Mel Williams introduced a motion to remove members from the roster after one year of non payment for dues, seconded by Tommy Norris. Motion carried.

c. Membership Chair Graziano made a request for a small laptop and software to better manage membership. Pat Keohane introduced a motion to approve said purchase not to exceed \$600, seconded by Chuck Kehoe. Motion carried.

### **7. Kansas City Conference Report**

a. Deb Schumann reported that there are 51 rooms booked at the hotel. Per the contract rooms will be released as of February 22 and discounted rates will no longer be available. Room rates for Thursday night were discussed.

b. Pat Keohane reported that the last Grapevine had an incorrect phone number for the hotel which has since been corrected. He has lined up great speakers and all arrangements are moving along. Keohane is putting together a program booklet with bios and photos. At this time 25 vendors are confirmed.

c. A suggestion was made to begin discussion for the next conference location.

d. A golf tournament is scheduled for 1pm on Monday, March 23. \$40 includes the cart fee, lunch and golf balls. So far about 20 people are interested in participating.

e. Cathy Linaweaver asked about developing a one day fee for corrections professionals who might not be able to attend the entire conference. After much discussion Mark Saunders introduced a motion to charge \$110 for one day conference attendance, seconded by Chuck Albino. Motion carried.



## 8. Old Business

a. Chuck Kehoe reported that the desktop guide for Youth in Confinement is live and contains 19 chapters.

b. Mel Williams reported that he has received 13 submissions for "A View from the Trenches" with a target of 20. He suggested that some wardens could write about workshops they have presented. The training workshop presented by Todd Thomas and Mike Graziano was well attended and evaluations were very positive. Let Mel know if you are interested in presenting a workshop at the next ACA.

c. Mel Williams requested volunteers and financial resources for the next Make a Smile project slated for Toms River, NJ.

d. Mel Williams thanked everyone for their support during the recent ACA election.

## 9. New Business

a. Chuck Kehoe reported that due to clearing out the warehouse, ACA publications are marked down drastically. He encouraged participants to take advantage of the sale prices.

b. Chuck Albino encouraged participants to take their Grapevine electronically from SHSU to save the cost of printing and mailing.

c. Pat Perry discussed the student poster session planned for Indianapolis. He thanked NAAWS for its support of student chapters and for making scholarships available.

d. Pat Keohane noted that due to changes in entry to Leavenworth there will be two busses taking conference participants there. He encouraged conference participants to use the busses and not take their personal vehicles. He also noted that proper ID will be required for entry.

e. In response to a question from Mike Graziano, Executive Director Hultz reported that Lori Wright is working on improving the NAAWS website. Executive Director Hultz requested that Sharon Benson Perry send photos from the Business Meeting to Lori.

f. Deb Schumann suggested that opening a new PayPal account may fix the current problem.

g. Chuck Albino announced the Make A Smile website (Make-A-Smile.org) and noted that donations can be made directly through the website.

## 10. Adjournment

President Lindamood accepted a motion from Mark Saunders to adjourn the meeting.

From the desk of...

*The Executive Director*   
Gloria Hultz

I hope all had a wonderful summer and are now ready to move on to Fall and Winter.

We had a great time in Indianapolis. Our Warden of the Year Banquet, honoring Hector Rios and our Medal of Valor winners was a special night and the tributes paid to them by their states, company, and fellow officers was spectacular! We give many thanks to Deborah Schumann, Gail Heller and Patrick Keohane for the outstanding banquet and program.

We now are moving on to our next phase of NAAWS business. In the middle of October all of our commissioners, secretaries, directors and CEOs will be receiving their packets to submit their Warden of the Year and Medal of Valor applications. We will be handling this through Sam Houston State University, under the direction of Ashley Koonce. We would like the submissions returned by the first week in January. When the applications are mailed, the dates will be included in the mailing.

Our Conference Committee is hard at work putting together the program for Tulsa, Oklahoma. The dates for the conference are April 12 -14, 2016. We had brochures out in Indianapolis and all information is on our new and improved website. You can go to [www.naawsonline.org](http://www.naawsonline.org) and register online. Cathy Linaweaver is our Program Chair, Patrick Keohane is our Vendor Chair, Deborah Schumann is the Hotel and Site Chair and Gail Heller is the Registration Chair. Our Host Committee Coordinators are Nancy Howard and Penny Brooksher. They will also be using many of our local members on the Host Committee. We are very excited about the conference.

We will be sponsoring 4 or 5 workshops at the Winter Conference in New Orleans. I want to thank Chuck Albino and Mel Williams for a great job.

Richard Stalder and Patricia Caruso along with Doug Dretke will be our facilitators at the next Wardens Peer Interaction Program in October. If you haven't attended, this is a great training and networking session. Our very own Patrick Keohane will be representing the Executive Staff for NAAWS. Also, we want to welcome back Richard Stalder. He is one of the best, and we have missed him. A special thanks to all of the members who stepped in while Richard was gone. I don't want to mention the names in fear I will miss someone. THANK YOU ALL!

I hope you all have a wonderful Fall and Thanksgiving, and I hope to see you all in New Orleans.

— Gloria Hultz, NAAWS Executive Director

## **NAAWS BUSINESS MEETING MINUTES**

**August 17, 2015 - Indianapolis, Indiana**

### **1. Welcome and Introduction, 3:00pm**

a. President Cherry Lindamood opened the meeting and all participants introduced themselves (attendance sign in sheet attached).

b. President Lindamood gave a brief report and thanked Cathy Linaweaver for agreeing to serve as Conference Coordinator for Tulsa.

### **2. Approval of Minutes from February 9, 2015**

Minutes were not available so approval will be delayed until the next business meeting.

### **3. Executive Treasurer's Report**

a. All meeting participants received a copy of the financial report which was reviewed in detail by Executive Treasurer Gail Heller. The association continues to do well financially and has a current balance in all accounts of \$70,725.27 as of August 13, 2015.

b. Federal taxes (IRS 990EZ) for 2014 were filed in June 2015.

### **4. Warden of the Year Banquet**

Executive Director Gloria Hultz stated that there were about 135 guests preregistered for the banquet. Transportation would leave the Marriott starting at 5pm and continue until 6:45pm. Transportation back to the hotel will also be provided at the conclusion of the event. She reminded those present that cocktails and appetizers would be served from 6-7pm and that dinner begins promptly at 7pm. She thanked Melody Turner for arranging the construction of the Medal of Valor boxes.

### **5. Membership Report**

Kathy Gerbing presented the report on behalf of Membership Chair Mike Graziano (written summary attached). There are 1252 current members, 598 who whose membership payment is past due and 56 who will be deleted as their membership has lapsed.

### **6. Kansas City Conference Summary**

a. Conference Coordinator Pat Keohane reported that it was a good conference although there was some difficulty collecting money from golfers.

b. Per the fiscal reconciliation (copy attached for the record) the net income was \$36,184.70 with revenue of \$75,517.37 and expenses of \$39,332.67. A total of 32 vendors participated and at least 107 attendees were registered.

c. The group thanked Pat for all his hard work.

### **7. CMIT Update**

a. Doug Dretke gave an update on the Wardens Peer Interaction Program collaboration between NAAWS and SHSU resulting in many new members. Pat Caruso added that there are a few openings remaining for the next session.

b. Ashley Koonce will be editing The Grapevine.

c. The website is being updated and the new address is [www.naawsonline.org](http://www.naawsonline.org) which went live in July. Joe Noonan was contacted to facilitate a link from the old web address to the new.

d. CMIT is maintaining a listserv from the membership list; approvals for messages will be coordinated through CMIT. Executive Director Hultz added that Warden of the Year and Medal of Valor notices will be sent out via the listserv and website in the future.

### **8. Tulsa Conference – 2016**

a. Tulsa Conference Coordinator Cathy Linaweaver stated that she is recruiting speaker and committee members.

b. There will be a conference call with committee members in the very near future.

c. Based on the last conference, general sessions seemed to be more successful than having multiple tracks.

d. Pat Keohane added that a shuttle runs from the airport to the hotel and that this hotel is different from the Embassy Suites in Kansas City so there will be no breakfast or hotel hosted hospitality hour.

### **9. Executive Director's Report**

a. Executive Director Gloria Hultz reported that there will be an item in The Grapevine on a book written by a former NY warden ([duffy20@hve.rr.com](mailto:duffy20@hve.rr.com)). John Rees has written a book and Art Leonardo will be writing a review for the newsletter. Another book was given to the Student Chapter Committee.

b. She attended the CPOF ceremony in June and was very moved. The 2016 Memorial Event will be in Pittsburgh and she encouraged the membership to attend if possible. An Honor Guard with representation from every state participated.

MOTION: To sponsor snacks, water and breakfast on Friday morning for Honor Guard representatives at the 2016 CPOF Memorial Event



at a cost of \$3,000. (Albino, Caruso)  
MOTION CARRIED

### 10. New Business

a. President Lindamood received an inquiry from Pennsylvania to host the 2017 Conference. Discussion followed.

b. Conference Coordinator Deb Schumann reported that for planning purposes hotel rates are expected to increase between 8 and 12% a year. She suggested that the association select its 2017 location by the January business meeting. Art Leonardo offered that SHSU would be a great location for a conference. Schumann added that the association has used Embassy and Doubletree hotels – both Hilton properties. If the same chain is used there is a better opportunity to negotiate rates.

c. Richard Stalder stated that NAAWS needs to be heavily involved in the restricted housing discussion.

d. Chuck Albino noted that there were no NAAWS sponsored workshops in Indianapolis. Mel has not been receiving a good response when asking members for workshop ideas/presentations.

### 11. Adjournment

President Lindamood accepted a motion from several members to adjourn the meeting.

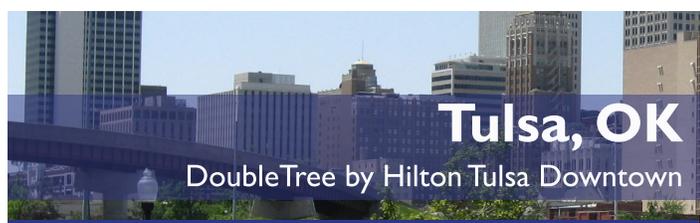
Do you know a **warden** who has gone the extra mile to solve problems in their organization, involve themselves in community and local organization, and mentored in the development of others? Nominate them for the

## 2016 WARDEN OF THE YEAR

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



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



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

## CHANGE OF COMMAND CEREMONIES AT THE CORRECTIONAL SERVICE OF CANADA

by: *Don Head, Commissioner*  
*Correctional Service of Canada*



As Commissioner of the Correctional Service of Canada (CSC), one of the most rewarding aspects of my job is seeing the leaders and employees within our organization excel and thrive in their roles. In fact, I often say that CSC is all about people, and that without them we would not achieve the public safety results that Canadians expect and deserve. Quite simply, leadership, at all levels of our organization, is essential to our success.

One of the ways in which we recognize the importance of this is through our Change of Command ceremonies. Whether they are for Wardens, Regional Deputy Commissioners, or District Directors, these ceremonies represent the formal and symbolic passing of responsibility, authority, and accountability of command from one leader to another. They provide a public opportunity for the outgoing person to say goodbye, and the incoming to introduce themselves, meet personnel, and pledge to support CSC's mission and contribute to the safety and security of the public, employees, and offenders.

Over the course of our 180-year history, Change of Command ceremonies took place, although they eventually stopped in the 1990s. In 2009, I reinstated them as a way for staff to show pride in their organization, and for senior leaders to show their appreciation to all staff for the demanding and necessary work they do each and every day. Since then, approximately 72 ceremonies have taken place across the country.

I am extremely proud of the staff and leaders within CSC. These ceremonies allow everyone to come together for a few brief moments to say thanks and to be thanked. Each ceremony reinforces the leader's strong commitment to the organization and the great sense of responsibility that the position holds. It also allows for the staff to pledge their support to their new leader.





# WORKSHOPS

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

## **CORRECTIONS TRAINING:**

*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.  
 Visit [www.aca.org](http://www.aca.org) for more information about the  
 2016 ACA Winter Conference.*