

MINNESOTA DEPARTMENT OF CORRECTIONS INTEGRATED CONFLICT MANAGEMENT SYSTEM (ICMS)

by: Carol Krippner, Sandra O'Hara, Susan Stacey
Minnesota Department of Corrections

Staff conflicts are an inevitable part of organizational life, and corrections work settings have additional challenges that often result in higher levels of workplace disputes. Working in an inherently negative and potentially dangerous environment takes energy and focus. Staff must depend on each other even when they may not get along. Poor personal relationships can become fodder for staff gossip, or worse yet, give offenders fuel to exploit divisions between staff. Unresolved conflict costs corrections departments in a number of ways: it takes staff time and energy away from job duties; decreases job satisfaction and commitment; and increases complaints, grievances, investigations, litigation and staff turnover. Taking formal action to deal with workplace disputes also has a high organizational cost: investigations require large amounts of staff time that might be better used in monitoring offenders; many conflict issues fall outside of the investigation or grievance processes; and processes can result in further ruptured relationships rather than the sought-after resolution. A promising alternative is to increase staff conflict competency and provide a wide spectrum of conflict response options that staff can use to resolve their own and their direct reports' disputes. The Minnesota Department of Corrections' (DOC) Integrated Conflict Management System (ICMS) is that alternative.

The idea for staff conflict resolution began to form during research for a pilot program in the fall of 2001, which was seeking to in-

corporate restorative justice concepts into offender reentry. It became apparent that staff needed to recognize the impact of their unresolved conflicts on each other and on facility operations, so the focus shifted to understanding and modeling restorative ideals in staff interactions - not only with each other but also with offenders. Because ICMS is based on restorative justice and transformative mediation principles and practices, those affected by a situation must be involved so they can collectively identify and address the harms, needs and obligations. ICMS allows for a safe environment to drill down to the source cause of the conflict (usually not the straw that broke the camel's back), allowing greater discussion of accountability and personal ownership of conflict issues to eventually repair the harm. This grew into our first model: Conflict Response Initiative (CRI) processes, which has since grown into ICMS and is now department-wide.

An effectively functioning corrections department is a productive work environment that responds constructively to conflict. Corrections relies on teamwork. The stronger the relationships in work units, the stronger the team and the better we share information, make decisions, and create a support system. Conflict, a disruption of a relationship, is normal in every workplace. If not resolved, or if resolved badly, the relationship is weakened or destroyed. If resolved well, the relationship will be restored or may even become stronger. An agency's response to conflict strongly influences the outcomes of normal workplace conflict. To foster healthy workplace relationships and constructive handling of conflicts, an agency's culture should include the expectation that staff become conflict competent.

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PRESIDENT'S MESSAGE

By Todd Thomas

I am very thankful to have had the opportunity to serve the North American Association of Wardens & Superintendents. I have been a part of the executive board for ten years now, but the last two, serving as President, has been especially rewarding. We were able to successfully transition between two great people in the position of Executive Director, Art Leonardo and Gloria Hultz. They made this transition quite seamless, and I appreciate their support and friendship.

Our partnerships are strong and our organization is financially stable. We owe a great deal of gratitude to our corporate sponsors, as well as the American Correctional Association. During this time, we increased our memberships and hosted quality training conferences while having a little fun during the process.

I would like to congratulate the recent ACA Medal of Valor award winners. Their stories were inspiring and motivating to us all. Sgt. Darren Dill, from Arkansas Department

of Corrections and DeeDee McEvoy, from Federal Bureau of Prisons, who are models for what corrections professionals looks like. Pat Keohane said it best, "Thank God we have people like this in our facilities." Our Warden of the Year recipient, Warden Sheri Duffy, mixed in a little humor with a big dose of humility. She represents Ohio Department of Public Safety and Rehabilitation and NAAWS so well. We are extremely proud of you all.

Much of what we do cannot be taught or measured in a class room or on a test. I value my time serving on the board and have learned so much in relation to my career. The opportunities and support you have shown me have been truly humbling. I ask that you continue to support NAAWS as well as our new President, Cathy Fontenot. She brings a great skill set, will breathe energy into our organization, and most importantly she comes from my home state of Louisiana. I have known Cathy for many years and predict she will continue to grow our membership while influencing corrections/rehabilitation.



In closing, we manage people and resources to ensure we prepare those that leave our custody to be successful. I am happy when I run into an ex-offender who expresses his or her gratitude for the role we played in their rehabilitation. I pledge to you to continue to support NAAWS in the future. I am so appreciative of the life long friendships we have built over the years as a direct result of my involvement in NAAWS. Thank you for allowing me to serve along with you.

Sincerely,
Todd Thomas
NAAWS Past President





NEW PRESIDENT'S MESSAGE

By Cathy Fontenot

The first responsibility of a leader is to define reality. The last is to say thank you. In between, the leader is a servant.

—Max DePree

In planning to pen out my first Grapevine column, I decided it would be interesting to see what pops up when prison warden quotes are searched. I discovered a funny quote from Ronnie Corbett, "A cement mixer collided with a prison van on the Kingston Pass. Motorists are asked to be on the lookout for 16 hardened criminals." Malcolm Forbes said, "It is all one to me if a man comes from Sing Sing Prison or Harvard. We hire a man, not his history." Then I came across lots of biblical quotes about prisoners. Finally I decided to switch my search over to images and there I found a quote by an actual warden. Warden James A. Johnson at that! The first warden of Alcatraz (1934-1948) stated, "They would select their worst, I would take them and do my best." And fi-

nally I was inspired. Lucky for you all!!!

The reality my friends is that we still have much to do to tell our stories. The fact remains that modern wardens are still doing their best to lead professional staff, no matter what the obstacles or lack of resources, we are determined and motivated to succeed in rewriting life stories - ones with inspiring endings where the underdogs become champions. And I hope that your membership to NAAWS keeps you inspired and supported as we face our challenges together. Let's share and tell our stories. They are relevant to public safety. I thank you for your commitment and I appreciate your family and friends for their sacrifices as you continue to dedicate your lives and your time.



Much peace, looking forward to continuing to serve,
Cathy Fontenot, CCE
NAAWS President

visit www.register.aca.org for more information or to register

ACA Winter Conference February 6-11, 2015 Long Beach, CA



ACA
FOUNDED 1870



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LEADERSHIP

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 warden's 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 web site 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 on 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.

Visit us today at www.naaws.corrections.com to join today



Silent Victims of Crime

“Children of Incarcerated Parents”

PAYING IT FORWARD

Another year and we've come full circle. Silent Victims of Crime continues to expand in South Florida as partners of The Service Network for Children of Inmates (COI). Along the way we like to celebrate every success. Remember our first initiative, Teen Leadership Miami? In 2013 we took on several teenagers from COI's Bonding Visitation program in need of year round support. Based on professional evaluations and their initial goals for themselves, we set up a 5 week summer program followed by 9 months of community service-driven activities.



Although we had extremely limited funding and resources we were able to see Teen Leadership Miami through and community leaders in Miami-Dade county took notice. Not only did our LEADERS make

great personal gains, but this summer we are pleased to announce the expansion of our program to ATLASS (America's Technology Leaders in Arts, Science & Sports). Partnering with StarBot Inc., the Greater Miami South Florida Youth and Community Inc., COI and, returning to Miami once again, the Call Me MISTERS, we will be able to bring our holistic approach to elementary through 10th grade students as well as our LEADERS. These children will be exposed to high-tech academic programs, apply nutrition lessons to hands-on activities, and enjoy team sports led by local law enforcement officers. Our supportive environment has been designed

to meet the specific needs of children of inmates.



One LEADER however, will not be joining us full time this year. Mia Smoak (pictured to the far right) applied for and was accepted as a City Year AmeriCorps member. City Year is a non-profit organization that unites young people of all backgrounds for a year of full-time service, giving them the skills and opportunities to change the world.

As tutors, mentors and role models, these young leaders make a difference in the lives of children and transform schools and neighborhoods and if that sounds like a full plate for our Mia, she will also be attending Miami-Dade College in the fall to study Business and Physical Therapy. During her time with SVC and COI she has decided to put her skills to use TODAY to help those in need

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



PLEASE RECYCLE



INTEGRATED CONFLICT MANAGEMENT SYSTEM (ICMS) *Continued from Page 1*

ICMS really is about changing our organizational culture. In years past, staff may have “taken it to the parking lot” to deal with conflicts – not leading to actual resolution. In more recent years, a prevalent practice has been to write each other up and let management deal with it, with the one who told first claiming to be the “victim.” The Minnesota DOC is striving for a healthier, more positive workplace. Everyone has a role in the conflict, labels of perpetrator or victim are not recognized and, with training, staff becomes more confident in conflict management skills. Responding quickly minimizes destructive conflict, which allows staff to bring that learning experience forward for greater skills and even recognizing and preventing conflict.

“Integrated Conflict Management System” is the name of our entire program, and it is an internationally-recognized term. It refers to the department-wide infrastructure, policy alignment, assessment and evaluation activities, trainings, and CRI services. “Conflict Response Initiative” – besides being the original program name – is the term for the face-to-face conflict management services provided by more than 90 staff ICMS facilitators. Those facilitators are staff in typical corrections positions doing ICMS work on top of their regular tasks and are not being paid more. They do it because they can make a difference.

The Minnesota DOC offers a wide spectrum of conflict management trainings and conflict response options. Mandatory training in conflict management for all staff and specifically for supervisors began 6 and 5 years ago respectively, and optional training courses are also provided. In a fiscal year, our staff of about 4,400 people complete between 8,000 and 11,000 training participant hours in online and classroom conflict management trainings. Trainings are provided almost exclusively by staff trainers so cost is low. We use Mediation Training Institute (MTI) materials to teach the MTI models of Managerial Mediation and Successful Conversations.

The Managerial Mediation course is required for all supervisors and gives them a communication tool (Third Party Resolutions) they can use to facilitate two staff talking through and resolving their own dispute. A Third Party Resolution can be requested by a staff or initiated by a supervisor. Staff participation is mandatory and the meeting is considered a business meeting and not confidential. There are Cardinal (ground) Rules. The two staff members decide the outcome. A written agreement usually results – like meeting notes – and spells out who will do what in the future. The Successful Conversations course gives staff a communication tool (Self Mediation) they can use to personally and more effectively talk through a conflict with another person. In our two, all-agency staff surveys, 69 percent and 71 percent of respondents reported that their preference with a conflict is to talk things out with the other person, so Self Mediation has become a required course for all staff at four facilities, a fifth facility is being added in the coming year, and other staff have taken it as an optional course. Yearly refreshers in those two tools renew staff skills and confidence in

using them.

CRI services are available to staff, contractors, interns and volunteers. Participation is voluntary. The services are confidential except for mandatory report topics. For the CRI processes (mediation, workplace conferences and circles), each participant is prepared separately by a pair of ICMS facilitators and then the group is convened for discussion of the conflict. The discussion may just clear the air, or it may go further and result in a verbal or written agreement between the participants. The ultimate goal is to help the participants resolve the current dispute and to have a plan for constructively dealing with any future disputes that may arise. Mediation is typically used for two people to a small group. Workplace conference is typically used for a medium-sized group or behavioral incidents. Circles are typically used with a large group, longer-term disputes, and/or general dysfunction. Conflict coaching is a service in which an ICMS facilitator coach meets with an individual to help that person get clear about their own perspective on the dispute, explore the other person’s possible perspective, identify goals, and think through how to respectfully talk through the dispute with the other person. All CRI services increase staff skills in responding to conflicts, thus benefitting them, their workplaces, and the agency.

ICMS and department policies encourage staff to resolve workplace disputes at the earliest feasible stage, lowest organizational level, and by the fastest and least expensive method possible. By writing policy language to be used in performance reviews, making conflict management training and skills a preferred qualification in job postings and interview questions, and offering training opportunities for staff to develop their own conflict resolution skills, the Minnesota DOC has established the expectation that staff deal with conflict at the onset.

While our ICMS is thirteen years old, it is still growing, and not all staff accept it or use its services even if they do complete mandatory and optional trainings. To date, survey reports have shown noteworthy changes in areas related to staff experiences with workplace conflicts, awareness of options for addressing them, experiences with workplace conflict resolutions, and supervisors managing conflicts. A more tangible example of the benefits being reaped is after more than a year of efforts, including ICMS trainings, CRI processes, and strong encouragement to talk things through, one facility recently reported a 54 percent decrease in the number of investigations done in the first 5 and a half months of calendar 2014 in comparison with the same months of calendar 2013. That equals money back in our budget!

Publisher’s Note

Sandra O’Hara, Susan Stacey, and Carol Krippner participated in the 2014 Wardens Peer Interaction Program

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From the desk of...

The Executive Director



Gloria Hultz

Well, we had an excellent turn out for our Warden of the Year Banquet and it was a wonderful event. Warden Duffey is a very special person and Ohio is fortunate to have her as one of the best!!!! Again Warden Duffey, Congratulations.

Also honored was our Medal of Valor Awardees – Sgt. Darren Dill, Arkansas DOC and DeeDee M. McEvoy- Colorado, Federal Bureau of Prison

NAAWS is growing and we have many members very involved on ACA Committees, ACA Auditors and Programming for workshops.

I am pleased to let you know DeeDee M. McEvoy will be receiving the ACA Medal of Valor in Long Beach California in February. NAAWS submitted her and she was selected. She is a very special person.

We have also added both of these medal winners to our NAAWS membership and hope they will continue to grow with our organization.

We are very busy planning for our March conference, which will be held at the Embassy Suites, Kansas City-International Airport, Kansas City, MO. The dates are March 23rd thru March 26th, 2015. Also, for you enthusiastic golfers, we are going to have a Golf Tournament on March 23rd with a start time of 1pm. Patrick Keohane is the Chair and Mark Saunders is the Co-Chair. More information to follow, but keep this on your to do list if you like to golf!!!!!!

Nominees for 2014-15 Warden of the Year and Medal of Valor Nominations will be going out the first of November and we would like them back by January 23rd. Remember, the nominations have to come from your Commissioner, Secretary of DOC, CEO. Only one nomination per state.

Well, I think that is enough business for now. I want to thank Todd Thomas for two great years and welcome Cathy Fontenot as our new President. Great things will continue to happen for us and we are doing great things. Thank you all for your support and remember, “Together we can move mountains, alone we can move nothing.”

Wardens Peer Interaction Program

CMIT in partnership with NAAWS

October 13-17, 2014

May 3-8, 2015

Huntsville, Texas



Patricia Caruso, Facilitator



Ray Hobbs, Facilitator



May 2014 Warden Group

Charlon Abernathy, Debra Aldridge, Eddie Baker, Joel Barbosa, Earl Barksdale, Carl Bear, Bobby Bonner, Jared Byers, Michele Capps, Chris Carter, Nurzuhal Faust, Tammy Ferguson, Laurel Harry, Sharon Johnson, Karla Jones, Carla Joseph, Joseph Joyce, Carol Krippner, Lonnie Lawson, Jimmy Martin, Chris Moody, Wendy Nicholas, Faye Noel, Sandy O'Hara, James O'Neill, Joseph Pryor, Virginia Pullen, Patrice Richie, Orlando Rodriguez, Tommy Sharp, David Wortham, Rodney Younce, Harley Lappin, Pat Caruso, Gloria Hultz, Eric Williams



contact Kathleen Gilbert at
kgilbert@shsu.edu or 936-294-3073
register at www.cmitonline.org



2013-2014 Warden of the Year

Warden Sherri Duffey

Nominated by Director Gary C. Mohr

Warden Sherri Duffey began her career with the Ohio Department of Rehabilitation and Correction as a Correction Officer in 1988. Throughout her career she has moved up through the ranks, becoming a Warden in 2007 at the Ohio Reformatory for Women. In 2009, Warden Duffey was assigned to the Southeastern Correctional Complex (SCC).

During her time at SCC, the facility has become a state and national leader in the pursuit and implementation of green prison initiatives. SCC saves \$90,000 annually through a waste management program. The institution's large-scale recycling center includes a Class II composting site. All items from the facility are taken to this location and sorted, commodities are baled and sold, and organic waste is composted. This process, combined with eliminating the use of trash bags, has reduced trash costs from \$95,000 to only \$5,000 annually. SCC continues to build on these savings, and create opportunities to generate funds. Commodity sales generated \$33,714.00 in the past six months.

SCC also partners with The Ohio State University Zero Waste Ohio Stadium Project. After each home football game, non-organic materials are transported from the Ohio Stadium to SCC where offenders sort, weigh, and track the waste. For the past two years, this partnership assisted The Ohio State University in achieving the highest waste diversion rate and winning the Game Day Challenge, with the results in 2013 being 98.5% waste diversion.

SCC recently realized \$112,500 annual savings by installing a smaller load boiler to more efficiently meet their summer needs. Other conversation initiatives at SCC include beekeeping, Roots of Success, community gardens and the most recently developed trout farm. This operation opened August of 2013. Fish are raised and sold to the Columbus Zoo to provide a local food source for the penguins, polar bears, and other trout eating animals, as well as, provide meaningful, hands-on job training for offenders. The establishment of the trout farm received both local and national media attention.

In addition to the many green initiatives developed under Warden Duffey's leadership, the facility continues to develop programs and partnerships aimed at meeting the agency mission of reducing re-



Pictured from left to right: Todd Thomas, Gloria Hultz, Sherri Duffey, Gary Mohr

cidivism. As part of Ohio's three-tier prison system, SCC opened a reintegration dorm in August of 2013. Reintegration dorms are the highest of the three-tier system and are designed to provide offenders 8-10 hours of meaningful activity. This approach is designed to best equip offenders with the necessary skills to be successful when released.

Warden Duffey exhibits the innovative leadership skills necessary to bring about positive changes in a business that is often perceived with such negativity. Because of her outstanding accomplishments during her career, and especially at the Southeastern Correctional Complex, I am pleased to nominate Warden Sherri Duffey for the North American Association of Wardens and Superintendents award for Warden of the Year.

The NAAWS Warden of the Year award recognizes 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. We are proud to congratulate Sherri Duffey for her numerous achievements that went towards earning this year's award.



Medal of Valor Receipients



Case Manager DeeDee McEvoy

*Nominated by North Central Regional Director
Paul M. Laird*

On the morning of September 11, 2013, DeeDee McEvoy, Case Manager at the time, at the United States Penitentiary, Administrative Maximum, in Florence, Colorado, fought off an inmate who attacked two of her coworkers as they were making rounds in a housing unit. The inmate assaulted and disabled a staff member by squirting a liquid substance into her eyes. He then used a homemade metal weapon to assault a second staff member, striking him in the head and upper body, and knocking him to the ground. The inmate was able to seize a baton from the staff member, which he then used to strike Ms. McEvoy in the upper body, also knocking her to the ground. The inmate then began to violently strike the second staff member repeatedly, who was incapacitated and lying on the ground. Ms. McEvoy, who was unarmed, heroically and fearlessly intervened by taking intermittent charges toward the inmate, and in slowing his assault, allowed additional staff to arrive at the scene, thus stopping the inmate from inflicting additional serious injuries. Ms. McEvoy's selfless acts of courage demonstrate the very highest standards of service and commitment.

The Medal of Valor is awarded to individuals who have distinguished themselves with a deed of personal bravery or self-sacrifice that involved the risk of life. We are proud to recognize both DeeDee McEvoy and Darren Dill for their acts of heroism.

Sergeant Darren Dill

Nominated by Deputy Warden Jared Byers

I am writing this letter in order to nominate Sgt. Darren Dill for the North American Association of Wardens and Superintendents' Medal of Valor Award. On September 15, 2013 at approximately 10:15 AM, an inmate, armed with a homemade shank, began assaulting another inmate in the Cummins Unit inmate dining hall. As staff arrived to assist with dispersing the altercation, the inmates involved began assaulting the officers. Other inmates joined in the assault by stomping and kicking fallen officers. When Sgt. Dill arrived in the area, the inmate armed with a homemade shank was stabbing a captain and another inmate who had fallen to the floor. Sgt. Dill never hesitated and entered the fight, taking control of the inmate wielding the shank, and dragging him from the area. Sgt. Dill then restrained the inmate, who was still armed, on the floor in the hallway until assisting staff arrived and the incident brought under control.

I believe that Sgt. Dill displayed the true meaning of valor through his actions on September 15, 2013. He risked his own safety and well being for the sake of his co-workers and the inmates he is charged to protect. Sgt. Dill's courage in the fact of seemingly insurmountable odds likely saved the lives of multiple individuals, both staff and inmates, involved in this incident. Due to these stated facts, I, Deputy Warden Jared Byers, am requesting Sgt. Darren Dill be nominated for the North American Association of Wardens and Superintendents's Medal of Valor Award.

NAAWS Conference Golf Outing

Monday, March 23, 2015

● 1:00 PM

Tiffany Greens Golf Club
(1 mile from Embassy Hotel)



NAAWS Warden of the Year Reception



2015

Training

Conference

March 23 - 26, 2015

Embassy Suites Hotel

7640 N.W. Tiffany Springs Parkway

Kansas City, MO 64153 | 816-801-2227

Register by February 27, 2015 for only \$195.00 | www.naaws.corrections.com



NAAWS Warden of the Year Reception