

The Best In The Business

The 2013 NAAWS Banquet: A Night of Honor and Recognition

Prepared by Louise Grant, VP Communications with CCA

CCA Warden Robert Lacy, Jr. of the Houston Processing Center in Texas, and Six Corrections Professionals Honored for their Service

Selfless acts of bravery in the midst of life-threatening harm; a 30-year corrections career of a tireless leader; and words of inspiration from the NAAWS leadership. All of this was part of the special North American Association of Wardens and Superintendents (NAAWS) Banquet, held on August 12, 2013 in National Harbor, Maryland.

Nearly 300 NAAWS members and guests spent an evening together surrounded by the beautiful backdrop of the water harbor at the Sunset Room restaurant. The evening was generously sponsored by the Keefe Group and was part of the American Correctional Association Summer Conference.

Executive Director Gloria Hultz and NAAWS President Todd Thomas, who serves as Warden of the CCA Saguaro Correctional Center in Eloy, Arizona, opened the formal ceremonies, expressing deep gratitude to the wardens for their dedication and leadership of this honorable profession.

The event offered two highlights: the recognition of the annual Medal of Valor Awardees; and the presentation of the Warden of the Year.

Medal of Valor Recognition

The Medal of Valor Awardees included:

- Sgt. Francis Hannah with the Florida Department of Corrections;
- Corrections Officers Nathan Beauvais, Benjamin McGinnis and Stephanie Erickson-Murray, with the Massachusetts Department of Corrections;
- Sgt. Catlin Carithers (post-humously) with CCA in Mississippi; and
- Assistant Warden James Yates with CCA in Oklahoma.

Past President Patrick Keohane announced the awardees. "We couldn't be more proud of these individuals, who have shown such bravery in the face of danger," he said.



CCA Warden Robert Lacy, Jr of the Houston Processing Center in Texas; NAAWS Warden of the Year 2012-13.

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Art Leonardo, New York
Robert "Bob" Brown, Michigan



Publisher's Commentary

By Art Leonardo

The WOY BANQUET is usually a meaningful event. I was, however, struck by our recognition of the heroic acts of the six individuals who were given the MEDAL OF VALOR. Every day acts like these go on in our facilities. We, as WARDENS AND SUPERINTENDENTS, are successful because of these brave men and women.

The actions of the three individuals from Massachusetts underscore a typical behavior that speaks volumes of how Correctional Staff react to situations in which one or more staff finds themselves in danger. These two men and one woman repeatedly put themselves in harm's

way to save each other. At any time they could have saved themselves, but opted to return to the fray in an instinctive action to take care of each other. Director Spenser, presented them to us as an example of how CORRECTIONS STAFF have performed throughout our history.

At the end of the evening, PAT CARUSO took over the podium and described me as her mentor. (If I had a small role in her distinguished career, I am honored.) She presented me with a check and called it a retirement payment. I am not often caught speechless, but NAAWS got me.

THANK YOU TO ALL MY FRIENDS WHO CONTRIBUTED TO THIS FUND.

PRESIDENT'S MESSAGE

By Todd Thomas

Wow, what a conference outside our Nation's Capital in National Harbor, Maryland! The workshops were incredible and the discussions vibrant. PREA, Administrative Segregation, and many other very important issues were discussed at length. I was encouraged by the "Best Practices" presentation as well as the sharing of information concerning corrections throughout the entire conference. We as a membership took on the tough business of learning, collaborating, and managing in today's climate.

The NAAWS Warden of the Year Banquet is always special because of what it symbolizes; recognizing the best of the best. This year's banquet did not disappoint and was truly a night of honor and recognition. We had an attendance of approximately 300 members and I want to thank you all for your support. Please pay special attention to the article that is included in this edition of the Grapevine for a more detailed account of this wonderful event. The E.R. Cass Banquet on Tuesday night was another highlight as we had the opportunity to honor two of NAAWS's finest, General Mark Inch and retired Bureau of Prison Warden Pat Keohane. Both received a very well deserved salute for their many years of service. We are extremely proud of both of these NAAWS members and their long list of accomplishments.

During the NAAWS business meeting, we had a large representation and discussed some new exciting partnering opportunities. We presented a resolution of assistance for Creative Corrections, supported by Percy Pitzer and his team, and we look forward to opportunities to get involved. In addition, Charles Kehoe also was in attendance and presented a unique opportunity to play a role in the development of a user friendly guidebook for Juveniles in Adult Corrections. Mr. Kehoe is very interested in capturing the best practices across the country in regards to Juvenile offenders being managed in adult facilities. If anyone is interested in contributing to this endeavor, please contact Charles Kehoe. Finally, we received an update from Robert Welch on the results of 2013 NAAWS Conference in Ohio. It was a huge success and the entire

team from Ohio is to be commended for their hard work.

I want to thank past President Darryl Vannoy again for his service to NAAWS and his continued support. It was great to see an "ol' friend" as we say in Louisiana. We were grateful to visit and pay a small tribute to our former Executive Director Art Leonardo at the WOY Banquet. Art is still a huge supporter of NAAWS in many ways and we appreciate him so much. Gloria Hultz our Executive Director had the foresight to appoint some new positions to the NAAWS family. Deb Schuman has graciously accepted the position of NAAWS Conference Coordinator. Deb has worked with NAAWS in the past on our conferences and really hit a home run at this conference with the WOY banquet. Deb has already been working with the team in Tennessee on the 2014 Conference in Memphis as well. Roni Burkes of Ohio and Gaylon Lay from Arkansas, will fill two new Sergeant of Arms positions. Roni and Gaylon have both committed to NAAWS on many fronts and will provide some additional resources to our team as we grow the organization. I also want to thank Warden Cherry Lindamood and the committee in Tennessee. Warden Lindamood, who also serves on our executive board, volunteered to bring the 2014 Conference back to Memphis.

I also want to mention the possible "Make a Smile Project" that is currently in the planning stages for the Northeast,



possibly New York and New Jersey. This is a much needed project and will give a little something back to those communities that were destroyed by Hurricane Sandy. Mel Williams and Chuck Albino will keep us posted on updates to this notable project. Stay tuned.

In closing, I left Maryland invigorated and focused on our discussions. Corrections is at a crossroads as budgets tighten, policies change, and new opportunities present themselves to improve what we do as correctional professionals. You do not have to look any further than PREA, Administrative Segregation and the aging physical plants across the United States. We are 1,100 plus members strong, and now is the perfect time to bring new members to the NAAWS family. I cannot tell you how much we appreciate you, the supporters, and your membership of the North American Association of Wardens & Superintendents.

See you all in Tampa, Florida.

From the desk of ...

The Executive Director

Gloria Hultz

Well, it is hard to believe that we are getting ready to request application for next years Warden of the Year and Medal of Valor recipients. Letters will be going out at the end of October and we would like them back by January 13, 2014. This year's ACA Winter Conference is in Tampa, FL and it will run from January 31st to February 5th of 2014.

Mel Williams is doing a great job on showcasing NAAWS' training expertise

and we really appreciate this. Thank you Mel!!!

We had a great year!!!! We have a class coming up this fall at Sam Houston State University and I believe it is almost full.

I want to thank, Patrick Keohane again for being who he is, "The Best in the Business!!!" We all appreciate who you are and what you do for NAAWS.

I hope you all have a great Fall and we will be seeing you soon. God Bless America!!!!

GREEN PRISONS – “Talking Trash”

By Tommy Norris

On a dreary August day, the Wallkill Correctional Facility of New York State looms large against the overcast sky. Approximately 80 miles north of Manhattan, Wallkill is a medium security, 500-bed men’s facility that opened in 1932. Designed by renowned architect Alfred Hopkins, the building’s gothic structure is impressive. The main building, surrounded by razor wire, sits on acres of corn and soybean fields and is adjacent to a maximum-security facility that backs into a horse farm for retired thoroughbreds. Inmates from Wallkill tend the horses as part of their offender workforce programs.



Though known for the manufacturing of eyeglasses, the Wallkill facility boasts a robust recycling program that functions as one of eight regional Hub Recycling Centers throughout the state corrections system. The program was

started in 2011 in order to comply with Executive Order No. 4 which was issued by Governor Andrew Cuomo. This Executive Order established a State Green Procurement and Agency Sustainability Program, and directed state agencies, public authorities, and public benefit corporations to “green” procurements and implement sustainability initiatives.

The New York State Department of Corrections and Community Supervision (DOCCS), Division of Industries or “Corcraft”, runs the recycling program. Over the last three fiscal years, the statewide program has processed over 39 thousand tons of recycled materials which resulted in approximately \$5 million in cost diversion for waste hauling and tipping fees by diverting the waste from landfills. The sale of recycled materials on the open market during that time generated \$1.6 million dollars in revenue, which was returned to Corcraft’s “enterprise account” to specifically support the continuation and growth of recycling throughout the New York DOCCS.

Inmates are employed in the daily recycling of paper, cardboard, metals, and textiles. They run machines that shred paper or crush plastics, tin, and aluminum, compress them into bales, catalog and document the materials and tonnage, and drive forklifts to move the bales to a storage warehouse before they are sold and shipped. On par with other offender workforce programs, the inmates are paid .26-.45 cents an hour for their work. The enterprise account pays for this salary as well as necessary equipment and other correctional personnel.

Recycling Work(s)

Wallkill’s Superintendent Tim Laffin’s experience and authority is understated, but demonstrated as an inmate rushes to tuck in his shirt when he sees the Superintendent approach. Mr. Laffin has successfully imbedded recycling into the culture of the Wallkill facility. Every inmate plays a role and has a personal responsibility to separate their waste into compostable

and recyclable materials. Inmates may be cited for failure to separate waste, though the citation is rarely necessary. One of the highlights of the program for Mr. Laffin is the real-world training that the recycling program provides offenders. “We used to have a dairy operation on the farm, but when you teach an inmate to milk a cow and then send him back to Brooklyn, there’s not a lot of opportunity for employment.” Inmates who work in the recycling facility gain experience with transferrable skills such as driving a forklift, working in a warehouse, and operating other machinery. One inmate who was to be released in the near future indicated that he had a construction job lined up on the outside and had been able to leverage his experience in the recycling program for that position.

Bob Kennedy, Assistant Commissioner of Correctional Industries and Accreditation for the DOCCS is one of the creative forces behind the recycling program. Kennedy is a dynamic leader whose vision of recycling as an income-driven industry is key to the program’s success. According to the National Correctional Industries Association:

Correctional Industries are the work programs in correctional facilities that provide real world work experience to inmates, teaching them transferable job skills and work ethic to help them prepare for post-release reentry and employment. They are the only self-funded reentry support program in corrections – no appropriated funds are required for their operation since they rely on revolving funds from the income generated by the sale of the products and services they produce through the program.

Kennedy says, “The recycling program fits the Industries model due to the revenue generation, and providing job skills to inmates who have met educational and other programming needs while incarcerated.”

Challenges

At the Wallkill facility, the recycling program is housed in buildings “outside the fence,” meaning that the inmates who work on recycling, though they are still on the grounds of the correctional facility, are literally beyond the barbed wire security fence in an unsecured area. This limits the number of inmates who are eligible to work there. Each individual worker must have a High School Equivalency diploma or be enrolled in a High School Equivalency Program and must meet specific security requirements before being considered as a potential employee.

The recyclable materials themselves are another source of concern. Tim Bender, Assistant Director of Industries Resource Recovery,



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NAAWS Meeting Minutes – August 12, 2013 – Nat’l Harbor, MD

Executive Director Hultz opened the meeting up with the following presentations:

Percy Pitzer – Creative Corrections Education Foundation

- Education Opportunities for children of corrections. Provided 26 scholarships. Located in Beaumont, TX.
- Would like to get inmates involved, contribute to kids education
- If inmates can contribute the price of a candy bar monthly, can send thousands of children to school.
- Apply on line/Pell Grant applicant, parent incarcerated/parole and \$ will go directly to school.
- 100% goes to scholarships – money from that state goes to children in that state.
- Moved by Mel Williams and seconded by Pat Keohane to support Creative Corrections Education Foundation.
- Draft resolution was read by President Thomas

Charles Kehoe (charlesjkehoe@msn.com)

Update Desktop – Guidebook for Juvenile Detention

- Include juvenile corrections from entry to release (Under 18)
- Ask NAAWS for assistance in making the book user friendly for juveniles in adult corrections – want input ASAP.
- Also programs that are best practice w/juvenile offenders in adult institutions.
- If interested in writing a portion, contact Charles.

NAAWS Business Meeting was called to order at 3:25pm by Executive Director Hultz.

Secretary Report – Robert Welch moved to accept minutes. Mel Williams seconded.

Treasure Report

- Heller reviewed financial report
- Taxes filed May 18th
- Profit from NAAWS Conference

President Report (President Thomas)

- 1100 members
- Goal - increase membership
- Express gratitude to Immediate Past President Vannoy.
- Expressed gratitude to Art
- 2015 – Location ideas (New York)
- 2014 – Memphis, TN

Executive Director Report

- Appointments
- Deb Shuman – NAAWS Conference Coordinator
- Roni Burkes (Ohio) – New Sgt. Of Arms

- Gaylon Lay (Arkansas)– New Sgt. Of Arms
- Limousine Service for Warden of the Year Banquet tonight

New Business

- ACA would like support for nominations for the metal of valor – Use NAAWS letter
- Grapevine published in October 2013 (email elart26@aol.com) Deadline late September
- 2014 Conference – Memphis, TN (\$90) April 23-26, 2014
- Holiday Inn Airport, Memphis, TN
- Date secured for presidents reception at Rendezvous

Richard Stahler, doing well, non procedure and he is adjusting well.

Warden Burl Cain offered an expression of gratitude to NAAWS from support

Kevin (From ACA) gave an overview of the conference schedule

Mel Williams

- NAAWS workshop tomorrow morning at 8:30am – regarding segregation (Chesapeake D)
- Make A Smile 2014 – Hurricane Sandy
- Relief – NY – Jersey shore – build playgrounds and parks

Motion to close by President Thomas at 4:00pm

Save These Dates

***January 31–February 5, 2014
ACA Winter Conference
Tampa, Florida***

***April 23–26, 2014
NAAWS Training Conference
Memphis, Tennessee***

***April 28–May 2, 2014
Warden’s Peer Interaction Program
Huntsville, Texas
www.cmitonline.org***

Warden of the Year, continued from page 1

Each honoree received a standing ovation upon being presented with a plaque and a medal by their warden or commissioner. Every honoree had been involved in a serious incident instigated by an inmate, and which threatened the life of that corrections professional or a co-worker. As one of the presenters stated, "You are our heroes."

Warden of the Year Recognition

Following the moving testimonials related to the Medal of Valor awardees and their well-deserved recognition, the Warden of the Year honor was presented by Harley Lappin, Chief Corrections Officer of CCA. This year's recipient is Robert Lacy, Jr. who serves as CCA's longest-tenured warden. Mr. Lacy is warden at the CCA Houston Processing Center in Houston, Texas, which is a 1,000-bed immigration center that CCA owns and operates on behalf of the Bureau of Immigration and Customs Enforcement.

Mr. Lappin thanked the audience, calling them the 'unsung heroes of law enforcement.' "Thank you for your important service to your agencies, to your teams, and to your country." He also recognized Pat Keohane as an ACA E. R. Cass recipient. "You are a mentor to many," he announced.

Mr. Lappin continued by inviting warden Robert Lacy, Jr. to be recognized as the NAAWS 2012-2013 Warden of the Year. Mr. Lacy was accompanied by his wife, four daughters and best friend.

"Robert has dedicated 30 years to corrections, having served the first 10 years with the Texas Department of Criminal Justice, followed by 20 years with CCA," said Mr. Lappin. "He has provided outstanding service, with strong leadership contributions and steadfast dedication to the field of corrections. He has faced challenges and enjoyed successes. But Robert is known most by our leadership as a man who is committed to his staff and to their personal success. I know if he could, he would give a piece of this award to every one of his team members."

Harley Lappin and Robert Lacy were joined at the podium by CCA's President and CEO, Damon Hininger, who presented

the NAAWS Warden of the Year plaque to Mr. Lacy. Vice President Steve Conry and managing Director Charlie Martin were also present at the podium.

In his speech, Mr. Lacy humbly began by thanking God for blessing him in his long career and thanking NAAWS for recognizing him with this tremendous honor. He gratefully acknowledged the bravery of the Medal of Valor awardees, noting that his recognition seemed small in comparison to the outstanding heroism of the awardees.

"Every day we as corrections professionals go to work, and we know that it takes special folks to do what we do," Mr. Lacy began. "My career has been a long journey. My wife is a warden, too, in Texas, and together we have 60 years of experience in corrections. I accept this award on behalf of all wardens in the industry who do this important work each day. This one goes out to you."

Mr. Lacy explained that, following his career with the State of Texas, he started his career at CCA in Houston, where CCA had just designed, built and was managing the Houston Processing Center, which was the very first facility in the country operated by a private corrections provider. "I worked my way through the ranks in corrections. In 1989, I got a call to go work in the private sector. It wasn't popular at the time, but I trusted the people who hired me. With CCA, I've spent almost 18 years as an assistant warden or warden."

Mr. Lacy went on to share some of the significant challenges he experienced as a warden – challenges that tested all of this team members and served to make them stronger and better prepared. One event was in 2005, when he was warden at the Liberty County Jail in Texas. Hurricane Rita was approaching the Gulf Coast and was bearing down on the Liberty, Texas area. "We had decided to wait out the storm at the Jail. We even brought family members of our staff to the facility for their safety. The next morning, the small town of Liberty was devastated."

Mr. Lacy and his team had to evacuate the entire facility of 372 inmates that morning. Plans were put in place to transport the population to another CCA facility 350 miles away. "That was a lot of stress placed on a dedicated team, but we did it successfully and, importantly, without incident."

Mr. Lacy then shared that a few years later, he was serving as warden at Houston Processing Center when, another storm approached. It was 2008, and Hurricane Ike was wreaking havoc in the South. Mr. Lacy led the evacuation of the entire population at Houston Processing Center just before Ike hit with an incredible force.

"We all have emergency plans and many corrections leaders may never have to put them into action. I think of the two full-scale evacuations that my teams and I have overseen, and I remember those challenging experiences and what we learned from them."

Concluding Remarks

NAAWS President Todd Thomas closed the ceremony, saying, "It is an all-star group here. You, the membership, are 1,100 members strong. We are heading to Memphis, Tennessee, in 2014. We thank you and encourage you to help us grow this membership."



From left to right: Harley Lappin, CCO, CCA; Steve Conry, VP, CCA; Charlie Martin, Managing Director, CCA; Robert Lacy, WOY; Mrs. Lacy; Damon Hininger, CEO, CCA; Todd Thomas, NAAWS President

“Talking Trash” continued

who oversees the statewide recycling program laments the loss of the market for recycled mattresses. “They stopped taking them because they were overwhelmed,” he says of the facility that had been purchasing the collected mattresses. “We have to ship them to Arizona now, and that’s not cost effective.” They are in the process of identifying a new buyer for this lucrative material. Additionally, he says that the markets for some types of plastics and cardboard have fallen off because China is no longer buying them in previous quantities. Corcraft consistently bids out the sale of the recycled materials, searching for the highest market value, which is key to the program’s continuation.

What’s next?

When asked to predict the future of recyclables and where he is putting his money, Mr. Bender says, “Cardboard, paper, and plastics are the meat and potatoes. I don’t see that changing anytime soon. For corrections, a lot of the food vendors are moving away from tin and metal packaging because of the safety issues and are starting to use plastic pouches. The challenge with those is that they are hard to clean, but they are a safer option.” No materials can be recycled if they are soiled, so as part of the process, inmates wash and dry all plastics and metals before they are added to the recycling waste. This creates an opportunity for correctional facilities to drive the market by encouraging vendors to create packaging that is safe, but also recyclable.

Though recycling in correctional facilities is not news, New York’s DOCCS has figured out how to make the program income-

driven while offering a practical workforce training option for offenders. The program not only removes trash from landfills, but also saves taxpayers millions of dollars each year. Having the program run by Corcraft puts it in the hands of administrators whose directive is to run a successful business. In this case, success is defined by the program paying for itself, and reaching Governor Cuomo’s goal to reduce 50% (by weight) of waste generated across all government departments. When asked if they have been able to achieve that goal, Mr. Bender grins and says, “Not yet. But we’re getting there.” With last year’s total recycled tonnage at more than 13,000 tons, even if that’s not quite 50%, it’s an accomplishment many state correctional systems would be happy to report. [GP]

Watch a narrated slide show of our visit to Wallkill on the GreenPrisons.org Youtube page.



PLAN AHEAD



North American Association of Wardens & Superintendents

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Phone: 901 332-1130

April 23 - April 26
Wednesday - Saturday

naaws.corrections.com



President’s Reception at the Rendezvous, Wednesday at 6PM, Tunica trip, Beale Street... JOIN US!

NAAWS
Arthur A. Leonardo
P.O. Box 11037
Albany, NY 12211-0037

Editor's Note

Check your mailing label. It now contains important information. Immediately behind your name is the year and month your membership expires. DON'T FORGET... We are strong because of our numbers; please keep your membership current. We also lose membership because members fail to notify us or the post office of changes of address. Remember to notify NAAWS on your next move. Stay in touch!



North American Association of Wardens & Superintendents

Membership Application

Name _____

Title _____

Address _____

City/State/Zip _____

Phone _____ Fax _____ E-mail _____

Please remit check or money order, payable to NAAWS in the amount of: (check one)

- New Member
- 1 year (\$25 US)
- Renewal for one year
- 2 years (\$45 US)
- 3 years (\$65 US)

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