

NAAWS MANAGEMENT TEAM CHANGE



Mel Williams & Gloria Hultz

After seven years as Executive Director of NAAWS Gloria Hultz decided to retire. Our President, Robert Welch, formed an impressive national search and interview panel. After extensive reviews and interviews, the panel

made a recommendation to the President and he selected Mel Williams as the new Executive Director. At the ACA Congress in Minneapolis, Gloria said her goodbyes and gave her well wishes to everyone.

At the Warden of the Year (WOY) Dinner, Mel spoke about Gloria's tenure as Executive Director and her dedication to NAAWS. Mel presented her with a gift from the association as a token of appreciation for her service.

In addition to a new Executive Director, NAAWS also has a new Executive Treasurer and a new Business Partner Coordinator.

Tanisha Matthews, Human Resource Director for the Louisiana Department of Corrections is replacing long-time NAAWS member Gail Heller as Executive Treasurer. Tanisha has been the Secretary for NAAWS and is a

fixture for volunteering at the NAAWS suite. Gail has been ever vigilant with NAAWS finances for many years. Tanisha surprised Gail with a touching tribute at the WOY dinner.



Robert Welch, Gail Heller, Tanisha Matthews

Tim Nichols is replacing long-time Vendor Coordinator, Pat Keohane. Pat has been the face of NAAWS for many years and will be missed. Pat had to leave the conference early but expressed his thanks to all those that he has worked with over the years. Tim is a Regional Vice President for Keefe and a long time active supporter of NAAWS.

Mel announced that he will add additional members to the NAAWS management team in the near future. Mel relates that with any change there may be hiccups and asks for your patience and help in moving NAAWS forward.

"We are a membership organization, and the more members that are involved the stronger we are."

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PRESIDENT'S MESSAGE

by: Robert Welch



I must first start off by saying what a HUGE SUCCESS the North American Association of Wardens and Superintendents (NAAWS) Warden of the Year and Medal of Valor banquet was at the American Correctional Association (ACA), 148th Congress of Correction in Minneapolis, Minnesota. Deb Shuman and the NAAWS leadership once again did

an excellent job. At the banquet we were able to honor Gloria Hultz and Gail Heller for their years of dedicated service to our organization.

It appears we went from summer to winter with no real fall, but the change of season is an exciting time. This is also an exciting time for NAAWS, as a new executive team begins their important work. With that in mind, I have the honor of announcing members that were voted in at the Minneapolis ACA conference to serve as NAAWS elected officers:

The elected officers are as follows:

Robert Welch (OH) – President
 Rusty Washburn (TN) – 1st Vice President
 Jeff Crawford (VA) – 2nd Vice President
 Bernard Salandy (TN) – Secretary
 Joe Page III (AR) – Treasurer
 Robert Vehock (LA) – Sergeant of Arms.

As we posted in an earlier edition of the Grapevine, Mel Williams has been chosen as the organizations new Executive Director and I also want to officially introduce the new NAAWS staff that will be working for him.

Tanisha Matthews (LA) – Executive Treasurer and
 Tim Nichols (OH) – Vendor (Business Partner) Coordinator

The current Board of Directors are:

Cherry Lindamood (TN) – Immediate Past President
 Mel Williams (NY) – Executive Director
 Patricia Caruso (MI)
 Mark Saunders (OH)
 Doug Dretke (TX)
 Todd Thomas (AZ)
 Mike Hynes (NC)
 Charles “Chuck” Albino (NJ)
 Tillman Mosely (OH)
 Burl Cain (LA)

Retired Warden Burl Cain is the newest appointment to the Board of Directors. Warden Cain is a long-standing member of NAAWS and needs no introduction but please help us welcome him to the NAAWS Board of Directors. Warden Cain’s appointment replaced that of Tim Nichols. Tim has begun serving in his new role as the Vendor Coordinator and we are certain he will do an excellent job. Please help us welcome Tim into his new role.

During the NAAWS business meeting in Minneapolis, Minnesota, we discussed possible revisions to the by-laws. I encourage each member to review the by-laws at naawsonline.org and to send any questions or concerns to me via email at rwelch@naaws.net. I will forward all responses to Mark Saunders who has graciously agreed to review and make recommendations on proposed changes. During the membership meeting it was also voted upon to have a routine financial review conducted. This is a normal practice when there is a change within an organization’s leadership. Earlier this month NAAWS retained a certified internal auditor to begin a financial review of the books. The review has already begun and once completed an exit session will be held with myself

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and the Board of Directors.

I also want to acknowledge and commend the work done by Executive Director Mel Williams and other NAAWS members on the most recent Make-A-Smile project in two Louisiana towns that were severely impacted by the August 2016 flood. Both projects were a great success and I want to thank everyone who volunteered their time for this worthy cause.

I look forward to seeing each of you in New Orleans for the ACA Winter Conference from January 11 – 15, 2019. It is during the winter conference when the NAAWS elected officers and Board of Directors gather to review the nominations for the “Warden of the Year” and the “Medal of Valor” awards. Each year in reviewing the nominations we are humbled and more appreciative of the intrinsic dangers that come along with a profession such as ours. The WOY is awarded to one individual warden/superintendent for their outstanding leadership.

The “Medal of Valor” is awarded for acts of courage in the line of duty. We encourage all Directors and Commissioners to submit the names and background information of their deserving staff.

In closing, I left American Correctional Association (ACA), 148th Congress of Correction in Minneapolis, Minnesota conference feeling encouraged for the future of NAAWS. As always, I will end my article with a reminder that, as an organization, we must remain diligent about recruiting new members while ensuring we maintain a strong foundation for us to continue to share our mission and vision regarding our profession with others.

Sincerely,

Robert Welch

Robert Welch
President



from the desk of...

THE EXECUTIVE DIRECTOR MEL WILLIAMS

It is certainly an honor for me to have been selected as the new Executive Director for NAAWS. I very much appreciate this opportunity and will work hard to earn your trust. I will follow the lead of those before me; Jimmy O'Sullivan, Art Leonardo, and Gloria Hultz. As a retired Warden, I have great memories of my association with NAAWS. I remember great conversations in the NAAWS suite and networking with Wardens from across the country. As a past NAAWS President, I teamed with others to help move the association forward. As the Executive Director, I hope that with your help, we will re-energize NAAWS.



of Valor recipients, has been celebrated for 38 years. I have learned that NAAWS is often sought out to comment on recent events in Corrections or to act as a resource for Agencies needing assistance.

We have enjoyed a great relationship with the American Correctional Association. The Executive Director, James Gondles, has pledged to continue that positive relationship of working with us in all areas.

We live and work in a time where associations are not as strong as they once were. Where once Wardens were considered the CEOs of their facilities, often now their

Our President, Robert Welch, has reorganized NAAWS with a full slate of Officers and a Board of Directors who represent different facets of our profession from across the country. We are moving forward!

NAAWS is an organization steeped in tradition of representing Wardens and Superintendents from across the United States and Canada. The Warden of the Year Banquet, where we honor the Warden of the Year and Medal

voices are not heard. NAAWS is that voice. Together we can continue to build NAAWS into the go-to association for Wardens, Superintendents, and Facility Managers. NAAWS is a resource for training, professional training conferences, job postings, and most importantly networking. What we need is you; your input, your ideas, your experience, and most importantly your voice! Please join us in being active, representing facility managers everywhere.

An advertisement for the ACA 2019 Winter Conference. The background is a vibrant, nighttime street scene in New Orleans, Louisiana, with various neon signs and buildings. Overlaid on the image is the ACA logo, which consists of the letters 'ACA' in a large, bold, white font with a stylized 'A' containing a globe. Below the logo, it says 'FOUNDED 1870'. The main text reads '2019 Winter Conference' in a large, bold, white font, followed by 'New Orleans, LA | January 11-15, 2019' in a slightly smaller white font. At the bottom, there is a line of text: 'VISIT WWW.ACA.ORG/REGISTER FOR MORE INFORMATION AND TO REGISTER'.

WARDEN OF THE YEAR BANQUET

The Warden of the Year (WOY) Banquet was a gala event! It was held in the Banquet Room of the Minneapolis Marriott with over 150 people attending from across the country. There were Wardens, Directors, Executives, Corrections Staff, Friends, Family, Medal of Valor Recipients, and the WOY Kathleen Gerbing. The food was excellent and the mood was festive.

Gloria Hultz opened the event and Peter Grande led the Pledge of Allegiance and prayer. Todd Thomas, former NAAWS President, spoke about the Medal of Valor (MOV) and the inherent dangers of working in a Correctional Facility. We heard the story of how three of our MOV recipients, at risk to their own safety, came to each other's rescue and fought for their lives against an armed inmate. They eventually subdued him, but sustained multiple injuries in doing so. Paul Nielson, Jesse Shookley, and Lester Bell are all Correction Officers from the Tennessee Department of Corrections. We then learned of Laticia Zamora Martinea, a Case Manager from the Metropolitan Correctional Center in Chicago, who was taken hostage for nine hours by an armed inmate, but kept her cool, thus aiding the response team and saving her own life.

The Warden of the Year, Kathleen Gerbing, attended with her family and the Executive Deputy Commissioner of the New York State Department of Corrections and Community Service, Daniel F. Martuscello III who spoke about her service to New York.

Kathy spoke about her career and gave thanks to Commissioner Anthony Annucci for nominating her and NAAWS for selecting her.

It was a great evening honoring the 2018 Warden of the Year, Medal of Valor recipients and our outgoing management team!

Warden of the Year Recipient



Daniel F. Martuscello, Kathleen Gerbing, Gloria Hultz, Robert Welch

Medal of Valor Recipients



Cathy Linaweaver, Laticia Zamora Martinea, Gloria Hultz, Sara Revell



Tony Parker, Paul Nielson, Lester Ball, Gloria Hultz, Kevin Genovese

BALANCE IS ESSENTIAL

by: Susan Jones, Retired Warden, Colorado Department of Corrections

This job will kill us... This is not news to any of us. Corrections is a tough business and we often let it consume us. The need for self-care and achieving balance in life is one that I am sure that we have all heard, but have we done anything about it? It is very easy in this business to “become corrections.” Pretty soon our time, our thoughts, and our behaviors all wrap around being the best correctional officer... teacher... warden, that there ever has been. But when the career is over, are we still a complete human being? I have told my staff on many occasions that the goal is to survive this career. I am sure that we have all heard examples of the people who retire after many long years in corrections only to die a short time later. To those of us who are still working, this should be a serious wake up call.

This wake-up call should alert us to the fact that if you aren't any good to yourself, then you are no good to the profession. Corrections professionals who have a life outside of work are often the best professionals at work. This is not a commonly accepted belief. In fact, many times wardens may role model and say the opposite. We often convey that we have to be ready, willing, and able to drop all other commitments and report to work at any time. This may sound good in an interview, but how good is it really? There are examples of true emergencies that require immediate response, but these types of emergencies are truly the exception and not the rule for most of us. Yet, we instill in our new staff that this is the type of dedication that we expect and deserve. This is exactly the type of message that helps to erode families and the other non-correctional support that our staff desperately need.

The idea that if staff aren't able to commit 110% then they need to find a different line of work is also very common. But is this really what we want our staff to think? Do we think this? The warden is in a particularly good position to model the type of dedication that we actually need. As you are probably keenly aware, “they” are watching you. They are watching when you come in

early, skip lunch, and go home long after it is dark. They are watching you as you don't associate with anyone who doesn't work within corrections. They are watching as you no longer have time to go to church. They are watching you when you cancel or cut short family vacations due to some perceived crisis situation.

Some researchers are beginning to study the effect of the career on correctional staff. Gilmartin (2002) has contributed to the field by publishing information for emotional survival for law enforcement officers. While his work has been primarily directed toward police officers, many of the concepts apply to corrections. Gilmartin contends that the officer works from a state of hyper-alert during the whole shift and often on their time away from work. The negative effects of being hyper-alert can begin to reverse in about 24 hours. Of course, the catch-22 is that by the time it begins to reverse, we are back at work. This act of being hyper-alert almost all of the time may look like the totally involved and enthusiastic corrections officer, the person we want, however, the effect of this type of emotional “on” is devastating to the person. Most of our training focuses on being aware of surroundings, predicting what is going to happen next, and seeing things that normal people don't see. We train staff to be “on” or hyper-alert. What training do we offer to staff to turn this sense off? Most jurisdictions offer nothing.

Other research has focused on the effect of corrections from a post trauma point of view. Caterina Spinaris has devoted her work to helping corrections professionals deal with the trauma they experience at work. She calls the effect of this work “corrections fatigue” (2010). The theory of corrections fatigue explains the gradual negative effects that corrections work may have upon an individual. It is the cumulative nature of the types of incidents that corrections officers deal with that create the problems for the individual. In our communities, many non-corrections people can usually “spot” one of us. They do this by watching our behavior with our chil-

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dren, with our significant others, and with the public. When asked what they see, they often talk about the way we see the world. The world looks different to us when we spend all day with the people society has chosen to lock away.

Our sense of humor is perhaps the most obvious trait that is affected. What corrections people think is funny is probably not really funny—to most people. Now I am not saying that makes us bad people, but I do believe that what we deal with at work makes us different. Corrections professionals may also see the public differently. When we are in public arenas we often see the ex-offenders or the future offenders. We can see evidence of gang activity that even street cops may miss. We may also see victims of domestic abuse who may go unnoticed by others. We see these people because we have worked very closely with some of the most chronic and dangerous criminals.

These behaviors are not limited to the correctional officers who work with offenders during their entire shift. The behaviors are part of the supervisors, the teachers, the managers, and even the wardens. The impact of the environment doesn't stop at the trap; it permeates our lives. When we decided to pursue a career that led to the warden's office, we decided, consciously or unconsciously, to make this our work world.

The good news is that we are in a powerful position to affect change for ourselves and for those who work for us. We have the privileged position of acting as a role model for all those that are watching us. Role modeling healthy behavior that can help all corrections staff is perhaps among the most important thing we can do. We have legions of staff who know how to count them, feed them, work them, and clothe them. Now, the corrections leadership of this country must step up to show our staff how to thrive in this career, not just survive it.

We need to model that the work is important, but that ourselves and our families are important too. It is easy to get sucked into the work, to make it all we are, 24-7.

It isn't as easy to balance our lives and practice self-care. This is not an essay on the steps of self-care, because we have all read or heard them before. Exercise, nutrition, sleep, volunteering, and making connections with others, have been presented in many types of workshops and trainings. The trick is now for us to act as if we believe it. While balance may not cure all the ills that this profession may supply --- exposure to violence, sexual deviance, and hostility—it can help to mitigate the effects.

When the career is done with us, or we with it, who will we be seeing in the mirror? The warden? No! Hopefully you will see a person who will continue to contribute and make a difference. Not a person that will probably die within three months of retirement, not a person that will prefer to exist alone, but a person that is still capable and motivated to contribute to the community.

Pass it along, by being a role model!

References

Gilmartin, K. (2002). *Emotional survival for law enforcement*.

Spinaris Tudor, C. (2010). *Confronting corrections fatigue*. Desert Waters, Correctional Outreach Retrieved March 1, 2011

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apply at www.cmitonline.org

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