

## President's Message

What an amazing journey my CAMA career has been! It was in 1993 that Louisiana DPS&C Secretary Richard Stalder sent Deborah Shirley and me up to Cleveland, Ohio for our first CAMA conference. Deborah and I were the lucky winners of this lottery because Secretary Stalder had already volunteered Louisiana as host of the 1994 conference. No one in Louisiana had even heard of CAMA much less attended a CAMA conference!

To this day, I remember the incredible support offered to Deborah and me during the entire Cleveland conference by Michael Bradley, Jeff Rogers, Dan McGehee and Ellen Thorpe. We knew absolutely no one but met nearly everyone thanks to their taking us under their



wings. And needless to say, in typical Louisiana fashion, by the end of the conference pretty much everyone knew who Deborah and I were!

Ten years after serving as co-chairperson of the 1994 New Orleans conference, I am serving as president of CAMA - the organization that is now the fastest growing professional affiliate of the American Correctional Association. CAMA has at its helm a terrific team of Executive Committee members who are dynamic and energetic leaders from across the country dedicated to guiding CAMA's growth and extending services to its members. And, for the first time in its history, CAMA has an Executive Director to help support the Executive Committee and CAMA operational activities.

Thanks to the hard work of our new Executive Director, Clare Armstrong-Seward, CAMA also, for the first time in its history, has commitments from hosts for our national training conference four years in advance - all the way through 2008. This is a tremendously refreshing outlook compared to several years ago when we were struggling to secure a host site. State Directors and other correctional leaders recognize and appreciate the phenomenal staff development and networking opportunities that CAMA conferences offer to all staff whether directly or indirectly involved in accreditation activities.

CAMA has come an incredibly long way since Deborah and I stepped off the plane in Cleveland, Ohio. The leadership of our past-presidents, Matt Novak, Jeff Rogers, Cathy Slack, Justin Taylor and Clare, has helped make our road much easier to travel. With your support and commitment, the Executive Committee and I will continue strategically enhancing our organization's culture and services to benefit and serve all CAMA members.

With warm regards -  
Dora Gorey, CAMA President



## What's Inside?

- August CAMA Minutes
- Achieving Best Practices through Performance-based Training
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- Membership Drive Application
- CAMA Conference 2005 Info.

## CAMA Executive Board Meeting Minutes — Chicago, Illinois — August 1, 2004

Attendees: Ted Odonnel, Mass; Jo Glazier, NY; David Haasenritter, Washington DC; Theresa Greenier, KS; Jerry Kantlehner, Portion Pac; Joe Rion, KY; Pam Plough, CO; Angela Arabie, LA; Linda Thomas, Washington DC; Janet Conover, KY; Amy Fairbanks, MI; Michelle Van Dusen, MI; Scott Renshaw, NY; Elaine Davis, NY; Michelle Jordan, FL; Clare Armstrong-Seward, NY; Dora Gorey, LA; Dave Taylor, OH; Jim Dare, OH; Julie Riley, OH; Dan Knutson, KS; Vicki Robertson, Canada.

President Clare Armstrong-Seward called the meeting to order at 3:00 p.m. by welcoming the group to Chicago.

Joe Rion made a motion to accept the minutes taken from the meeting in May. Michelle Jordan seconded the motion. The Board voted unanimously to accept the minutes as they were presented in the *Criterion*.

The next CAMA Conference will be held in Boston, Massachusetts (April 21-26<sup>th</sup>, 2005).

State Accreditation Managers were discussed. Julie Riley will distribute an updated list to all members of the CAMA Executive Board.

President Armstrong-Seward distributed CAMA badges for all members. She emphasized that the badges should be worn with ACA identification.

**Treasurer's Report:** The Treasurer's Report was reviewed and it was decided not to transfer funds to CDs. The current balance in the account is \$48,710.31. Michelle VanDusen made a motion to accept the report, as presented. David Hassenritter, seconded the motion.

### **Old Business:**

Election Results and Introductions - President Clare Seward announced the election results. All CAMA Executive Board Members introduced themselves and names of the new officers were placed in the official record.

The Board is seeking ideas to improve election results. Election procedures were discussed and a suggestion was made to place the ballot on the website. Dave Hassenritter volunteered to speak with ACA officials regarding their election process.

CAMA Newsletter - There was a lengthy discussion regarding the current newsletter. It was suggested that perhaps more people would read it if they received a hard copy. CAMA is currently working on placing the newsletter on the web. Julie Riley volunteered to research software that would assist with this task and made a motion to purchase such software, if located. Pam Plough seconded the motion.

Executive Director - The position of Executive Director was discussed. The individual selected will earn \$1,500 annually and will have various responsibilities. The Board originally planned to pay the Executive Director an annual salary of \$1,200, but the amount was increased due to the projected workload. The salary amount will be revisited after the first year. The individual selected will be permitted to work from home and will be provided with a 1-800 telephone number.

Current CAMA Members - There are currently 757 CAMA Members.

Vendor Incentive - Jerry Kantlehner will prepare information regarding the recruitment of vendors for President Armstrong-Seward.

Promotional Merchandise - Most vendors have increased their prices (shirts currently cost \$15). CAMA needs to locate a vendor that will accept orders of smaller quantities than the current vendors require. Vocational Training Industries was discussed. CAMA would pay \$15 for each shirt, but charge \$20 when selling them. Vocational Training Industries could print hats, bags, shirts and name plates. Many CAMA members decided to go to the Embassy Suites after the meeting to look at the proposed items.

### **Committee Reports**

Membership Committee - Jim Dare noted that the membership is not increasing or decreasing, but basically is being maintained. The "types of membership" offered was discussed. There seems to be an inconsistency in what new members receive. Lifetime, Corporate and Student memberships were discussed. CAMA is requesting the State Chapter Membership List. This issue should be addressed by the Constitution and By-laws Committee. A membership drive was discussed since CAMA needs more members from the Western Region. Recruiting members by word of mouth was discussed. It was decided that this method would not be adequate. The committee discussed the possibility of obtaining a list of accredited facilities, which should now be available on the web. It was

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## **CAMA Executive Board Meeting Minutes, *Continued from Page 2***

decided that the Regional Directors could locate this information. The committee also discussed the possibility of promoting CAMA through ACA. The CAMA application and design/graphics were discussed and will be updated. The Regional Directors were advised to save receipts for reimbursement if they send individual mailings. Julie Riley asked if each state could send their own individual mailings. Several committee members stated that their states would not permit this. The Executive Board will request assistance from the Association of State Correctional Administrators (ASCA) to include a link to the CAMA website on their webpage.

Constitution and By-Laws Committee - The Committee discussed the By-laws and asked if the past secretary had updated the document. The last official versions were updated in February 2002. The Secretary should update and distribute all revisions. This will be discussed at the next meeting. The Committee also discussed placing the Constitution and By-laws on the web site. This issue will be re-visited.

Web Site Committee - Phil Fiacco will assume his new responsibilities as the new web master in the near future. The new web site was initiated in February 2003, and is much improved. It is generating more activity than in the past. Examples that were discussed for the web site included how to organize a file, or apply for ACA membership. Julie Riley recommended and volunteered to organize "frequently asked questions" for the web site. Dave Haasenritter volunteered to request assistance from ACA regarding information about the web site. Scott Renshaw made a motion to fund three nights at the next CAMA conference and registration for Phil Fiacco. Jo Glazier seconded the motion.

Vendors Committee - Scott Renshaw stated that he has not discovered an effective method for contacting vendors, since he usually does not receive a response. It was suggested that a list be compiled regarding "how to successfully deal with vendors." Also, vendors need to know how they will benefit from attending CAMA conferences, so a "Who's Who" list of attendees should be distributed to them. Julie Riley suggested that CAMA conferences should not be scheduled to coincide with NAAWS conferences, because vendors will not attend both. Julie Riley also advised the committee to be cautious regarding privacy issues and contact information. It was recommended that a paragraph should be included in the newsletter explaining that the contact information could be shared. Kentucky (possibly Covington) is tentatively scheduled to host the CAMA conference in 2007. It was discussed and agreed that a check box would be included on the conference application to allow the applicant to check the box to disallow sharing of his/her name and information.

Policy and Procedure Committee - Dora Gorey reported that there has been no progress regarding the Policies and Procedures Committee and that volunteers are needed. Joe Rion and Elaine Davis will assist.

Standards Committee - The past Standards Committee Chairperson decided to abolish this committee. Joe Rion made a motion to reinstate it, Dave Haasenritter seconded the motion and it was unanimously approved. The new President will appoint a new Chair for the Standards Committee. Repetitive plans of action were also discussed. Elaine Davis volunteered to write a summary to get members involved. The possibility of this issue being addressed in *Corrections Today* was suggested. Ted O'Donnell and Clare Armstrong volunteered to research this issue.

### **Other Business**

ACA Standards Committee - Pam Ploughe will provide a summary of this committee meeting.

Accreditation Manual - The committee discussed the importance of completing this manual in a timely manner.

Training Committee - CAMA can sponsor training. An example could be how to properly develop a response for non-compliant standards.

Future Conference - The next CAMA conference is scheduled for April 21-26, 2005, in Boston Massachusetts, at the Seaport Hotel. This is located on the waterfront and participants will have close access to the waterfront and city. Forms will be distributed in the fall for early registration. Many members suggested that words "gamble" or "party" should not be on the next CAMA conference registration form. The Ohio Correctional Association was audited because the association mixed the CAMA conference funds with their own funds. The conference financial affairs were also audited. Hosts should be discouraged from mixing funds and encouraged to set up a temporary limited liability corporation just for conference funds and expenditures.

Workshops - Terry Kingman will conduct the training program at the conference. The committee was advised to contact him regarding any questions or concerns.

Conference Manual - Dora Gorey will coordinate the Department of Justice (DOJ) web site.

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## Achieving Best Practices through Performance-based Training

In today's environment of reduced resources, it is vitally important that correctional managers develop strategies to meet operational needs while also satisfying those of our employees. The Adult State Training Director's Network (TDN), sponsored by the National Institute of Corrections, has proposed ACA standards changes that will assist agencies in delivering training programs in line with the changing 21<sup>st</sup> century workforce. These proposals are intended to provide direction in the area of Orientation as well as In-service training. Collectively, the TDN seeks to establish a best practice by ensuring that training is performance-based, driven by an agency needs assessment, and reflects identified problems and issues.

The existing orientation/in-service standard 4-4084, as reflected in the Adult Correctional Institution Manual, has provided guidance for an emerging profession since its inception in 1979. These contributions have increased the level of professionalism in the field. Likewise, the standards are the foundation upon which the new and revised standards, as proposed by the TDN, have evolved.

In an effort to further develop the professional standards of training, two separate proposals have been developed by this nationwide network of training professionals for consideration at the upcoming 2005 ACA Winter Conference. The first proposal recommends revising Adult Correctional Institution Standard 4-4084, by allowing for the seventeen (17) currently identified topics to remain "mandatory" during the correctional officer's initial 120 hours of training, while placing the 40 hours of annual training in an independent "in-service" training standard.

This new proposed standard for annual in-service training would be based upon a needs assessment, that reflects individual agency problems and issues, rather than adhering solely to the list of topics as provided in the existing 4-4084. Recognizing the importance of these topics, it is

needs assessment and developing the annual training plan. In the event that the needs assessment shows a weakness in any of the existing 17 topics, those areas will be address in the in-service training plan. Allowing agencies to develop training plans based upon site-specific needs assessments will result in customized, performance-based training that not only meets the needs of the agency but also those of the staff in a cost-effective manner.

But how can an organization be sure that it is conducting a valid needs assessment? Where will they begin this seemingly arduous process?

The answer to these questions has already been set forth for us under the auspice of other ACA standards, specifically, ACI Standard 4-4075 and CTA Standard 1-CTA-3A-03. ACI Standard 4-4075 states that:

"training (will) be responsive to position requirements, professional development needs, current correctional issues and new theories, techniques and technologies." Furthermore, an "annual needs assessment may require information from many sources: observation and analysis of job components; staff surveys regarding training needs, reviews of agency/facility operations; staff reports; and evaluations and findings from sources within and outside the jurisdiction."

Needs assessments are conducted everyday in a multitude of ways. Agencies collect data, review incident reports and are asked to respond to legislative, judicial and executive orders. All of those items represent components of a needs assessment. The key to validating and auditing this process is in the documentation. Agencies currently affiliated with ACA are already required to complete annual training plans that are premised upon an identification of needs. The new proposal merely supports the continuation of this practice, while allowing agencies the flexibility to develop customized, cost-effective training programs.

The basis for the TDN's proposed standards changes rests upon the realization that time is money and there is not a lot of room for excess in today's fiscal environment. Operationally, agencies are functioning with reduced staff numbers and have had their budgets

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**Achieving Best Practices through Performance-based Training** *Continued from Page 4*

cut, while legislative mandates and judicial decrees have increased. To be more efficient, we must not continuously train staff on issues for which they are already proficient. Training is often sought as the solution to a myriad of problems; however, in order for it to truly be effective, it must be responsive to the ever-changing needs of the agency.

The proposed changes are unanimously supported by the current Adult State Training Directors across the country. Additionally, several Directors/Commissioners of adult correctional systems have provided their support for these changes as well. The ultimate goal of all those stakeholders is to promote and improve the field of corrections both operationally and developmentally in order to face the challenges that confront today's corrections professionals. We need to begin building our workforce of tomorrow, today. These proposals provide the opportunity to do just that.

If you are interested in learning more about the TDN proposed standards changes/revisions or submitting a letter of support, please contact Bill Hudson, Training Administrator, DeMarse Corrections Academy (Michigan) at 517-334-6766 or via e-mail at Hudsonbe@michigan.gov or Tracy Reveal, Superintendent of the Ohio Corrections Training Academy at 614-877-4345 or via e-mail at Tracy.Reveal@odrc.state.oh.us.

*The Adult Corrections Training Director Network (TDN) is a training capacity building initiative of the National Institute of Corrections, Academy Division in Longmont Colorado. This group of executive-level professionals seeks to improve staff performance in the field of corrections through state-of-the-art training and collaborative partnerships.*

Submitted by Tracey Reveal

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**Quality**

Countless, unseen details are often the only difference between mediocre and magnificent.  
— Anonymous

**CAMA Executive Board Meeting Minutes,**  
*Continued from Page 3*

CAMA Meet and Greet - This is an excellent method to meet and welcome new members.

Continuing Education Units (CEU's) – This document will be provided at the next CAMA conference.

**Closing**

The new President, Dora Gorey stated that:

1. Articles for the *Criterion* are needed;
2. Scott Renshaw will submit an article explaining how to assemble a file in *Corrections Today*; and
3. she would like CAMA to establish a welcome packet for new members, as well as new Accreditation Managers

**Adjournment**

The meeting adjourned at 6:05 p.m. The Executive Board remained after the meeting to vote for the new CAMA Executive Director. Past President Clare Armstrong-Seward was selected.

Minutes submitted by:

Linda S. Thomas, CAMA Secretary  
Detention and Deportation Officer  
U.S. Department of Homeland Security  
U.S Immigration and Customs Enforcement  
Washington, DC

There is no future in any job. The future lies in the man who holds the job.  
George Crane

**DON'T MISS...**

The next CAMA meeting will be on Sunday, January 9, 2005 from 3 p.m. until 5 p.m. in the Hyatt Regency Room 324 at the ACA Winter Conference in

# Folder Preparation Guidelines

Over the years ACA and CAMA (Correctional Accreditation Managers' Association) have frequently published suggestions, tips, and ideas on how best to create a standard's folder. But never has all of this information been compiled into one comprehensive text. Executive Director of ACA, James A. Gondles, Jr. has said, "Accreditation doesn't make an institution perfect, but it improves sound correctional practice and exposes us to best practices." This is a first attempt at compiling a "Best Practice" guideline on putting together a standard's folder. Research for this article was taken from auditor's training workshops provided by the ACA and CAMA, various accreditation-related articles, and expert advice from correctional professionals from around the country as well as first-hand experience. Because these are just guidelines and are still open to amendments, no one is expected to reconstruct their folders based on this article. The expectation, however, is that accreditation managers can find something useful among the guidelines that they can take advantage of to "tweak" their folders and make them more user friendly for themselves and the auditors.

First, let's go over a few fundamentals before we get started. The purpose of the file material is to provide the audit team proof that each year of the audit period has every element of the standard contained within it and is being complied with by the facility. The condition of the folders has a significant impact on the success of the audit. Properly prepared files will make the audit go more smoothly and allow the audit team plenty of time to spend communicating with staff and offenders. Poorly prepared files can result in a finding of noncompliance simply because the auditors cannot make a determination based upon the documentation in front of them. Subsequently, the amount of time and care you spend on the accuracy and appearance of your folders will present a direct reflection on how the auditors perceive your facility. Warden and ACA auditor George Wagner sums it up this way, "As an accreditation auditor for ACA, I cannot overemphasize enough the importance of correct file documentation. While conducting audits, an agency's understanding of the required and proper documentation becomes apparent.

With these goals in mind, be aware that the pages of documentation in each file are supposed to be relevant to the standard elements. So remove any documentation that does not directly relate to the standard thereby also removing any excess bulk. By constantly reviewing the documentation against what the standard calls for, you can be sure that only the appropriate and most up-to-date

documentation exists. Also be sure to index your file contents to reflect the importance and location of the documents by using a tabbing system. For example, primary and secondary documentation should be tabbed by year; mandatory standards should be easily identified as such; and bulleted material should be easily referenced to in the documents.

The system used to reference and tab the standard elements and supporting language in the folders should be workable and something that can be easily explained to the audit team. The reference system should be used consistently for all folders. The importance of correct, accurate, and professional-looking folders cannot be overemphasized. An agency's understanding of the required and proper documentation becomes quickly apparent with the appearance of its folder.

**THE FOLDER**—Let's start with the basics. The folders themselves should be of a construction that will last the wear and tear through the handling of several audits. Preferably, the letter-size folders that measure 11-5/8" W x 9-1/2" H and have a two-pronged clasp on the inside of each section is desirable. (Legal-size folders are fine to use too.) In addition, color-coded folders help ease the identification between mandatory and non-mandatory folders. Though any color scheme is acceptable, the most commonly used is red for mandatory and blue for non-mandatory. Regardless of the size of the folders or colors used, all of the comments concerning the folders from the "experts" are that it's consistency and a simple system that is most important.

**ON THE INSIDE** — Now let's move to the inside of the folder. On the inside left is a good place to list the documents that will be found inside the folder. We'll call this sheet the "master documentation" sheet. This master documentation sheet would list all of the supporting documentation that is used to prove the standard. For example, in descending order of importance the list could look like this:

1. Federal Laws
2. State Laws
3. Departmental Directives and Policy and Procedure Statements
4. Central Office Memos
5. Local Procedure and Policy
6. Secondary Documentation (completed samples of forms, logbook pages, etc.)
7. Pictures

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Also on the left side of the folder, or master documentation page, placing the number and title of the standard helps to quickly reference the folder. And at the bottom of the page is a good place to add a comment section for explaining non-compliant, non-applicable, or other auditor-friendly notes.

**RIGHT SIDE** — On the inside right of the folder the standard's checklist/review sheet from ACA can be placed with all of the primary and secondary documentation under it. Each different subsection of secondary documentation should be number tabbed to correspond with the documentation on the left side of the folder. For example:

1. Federal Laws listed on the left side would be enclosed on the right side under tab "1."
2. State Laws listed on the left side would be enclosed on the right side under tab "2."
3. Departmental Directives Laws listed on the left side would be enclosed on the right side under tab "3."

And so on, depending on the documentation needed for each standard. When a standard calls for "practice," three years of documentation are needed to prove a standard. "Year tabs" can be used to readily identify each in the section being documented. Traditionally, year "1" is the year closest to the audit (2004) and year "3" is the first year of the compiled documentation (2002).

*TO BE CONTINUED — SEE NEXT ISSUE OF THE CRITERION.*

Article Submitted by: Scott A. Renshaw, CCS  
Lieutenant Renshaw has worked for the New York State Department of Correctional Services for 22 years and is currently the midnight Shift Commander at Gouverneur Correctional Facility. Recently elected as the Northeast Regional Director for CAMA.  
A.S. Degree in Criminal Justice  
B.S. Degree in Business Administration



Congratulations to  
CAMA Mid-Atlantic Regional  
Director,  
**Dave Haasenritter**  
for winning the  
Walter Dunbar Award at the 2004  
ACA Summer Conference!

## Consular Services in Law Enforcement

ACA standards require "written policy, procedure and practice provide that foreign nationals have access to the diplomatic representative of their country of citizenship". While most professionals associate this requirement with accreditation standards, the foundation of the stipulation is guaranteed under the Vienna Convention on Consular Relations (April 24, 1963, 12 U.S.T. 77, 596 U.N.T.S. 261), which is a multilateral treaty signed by over 100 nations, including the United States. Some foreign nationals may also be protected under individual treaties with many countries.

Under this treaty, police are expected to inform the arrested of a right to consular access. While errors in this expectation have occurred and have not been a beneficial appeal basis, law enforcement agencies are supposed to insure compliance with the treaty. An equally important stipulation of the treaty is the mandate that prisons and similar institutions must allow the incarcerated to confer with a consular officer. The consular officer must be allowed to telephone, write or visit persons in prison to answer questions and to offer assistance.

Sometimes it is not to an inmate's advantage to contact a consulate, especially if the individual is fleeing prosecution. Particular embassies and consulates may not be prepared to provide significant services. However, some countries can impart considerable assistance in both legal and non-legal matters.

Consular officers can offer translation services beneficial both to the incarcerated and the agency. Additionally, the officers can explain the legal system, contact family members, aid in the location of records, assist with deportation procedures and insure proper treatment of the inmate. Some countries, particularly Latin America nations, strive to play a noteworthy role in capital punishment cases.

Accreditation agencies are advised to provide current lists of consulates and/or embassies. Efforts should be made to facilitate contact between a consular officer and an inmate while realizing that obstruction is a serious violation of federal laws and treaties.



### Equality

After the game,  
the king and the pawn  
go into the same box.

— Italian Proverb

## Wooing the Auditors

Below are five tips, plus a bonus, any Accreditation Manager can use to make a favorable first impression with the auditors.

- 1) Construct a Welcome Book. This gives the auditors a head start on getting to know your facility.
- 2) Call the auditors in advance of their visit and ask if they have any special needs, such as medical or dietary consideration, that you can prepare for in advance of their visit.
- 3) If you are picking the auditors up at the airport:
  - A) Send someone who reflects a positive image on the facility.
  - B) Be sure that the person picking up the auditor can be easily identified by the auditor.
  - C) Make certain the vehicle being used is clean and is not a security-screened transportation vehicle.
  - D) Be early!
- 4) First impressions are lasting impressions. Double check that the grounds and the reception areas are immaculate in appearance.
- 5) Though not required, having a welcome basket in the auditor's hotel room is a nice, thoughtful gesture.

**BONUS:** Auditors ALWAYS audit the mandatory files first. Be prepared!

Submitted by Scott Renshaw, Lt.  
N.Y.S. D.O.C.S.



### CAMA Regional Directors

#### Western Region

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# CAMA MEMBERSHIP DRIVE!

*CURRENT MEMBERS JOIN OUR CONTEST AND RECRUIT NEW MEMBERS. THE INDIVIDUAL SPONSORING THE MOST NEW MEMBERS WITH PAID DUES WILL BE RECOGNIZED IN THE CRITERION AND AWARDED A 3' X 5' AMERICAN FLAG.*

- INDIVIDUAL MEMBERSHIP (\$15)
- INDIVIDUAL 3-YEAR MEMBERSHIP (\$40)
- ORGANIZATION/FACILITY MEMBERSHIP (\$50)

Last Name \_\_\_\_\_ First Name/MI \_\_\_\_\_

Work:  
Job Title: \_\_\_\_\_

Agency: \_\_\_\_\_

Facility: \_\_\_\_\_

Address: \_\_\_\_\_  
\_\_\_\_\_

City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_

Business Phone: \_\_\_\_\_ Fax: \_\_\_\_\_

Email: \_\_\_\_\_

Home:  
Address: \_\_\_\_\_  
City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_

Home Phone: \_\_\_\_\_

Recruiter's Name: \_\_\_\_\_

Mail completed form and check to: Don Cook, CAMA Membership, ACA  
4380 Forbes Boulevard  
Lanham, MD 20706-4322

# Membership Drive

**CAMA is coming!  
CAMA is coming!**



**Relive the  
Ride in 2005!**

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**Join us in Boston  
for the  
18<sup>th</sup> Annual CAMA Training Conference  
April 22-26, 2005**

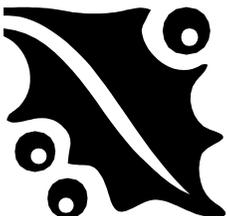
**Hosted by the Massachusetts Department of Correction**

Registration Fee: \$110.00  
Hotel Rate: \$139 per night + tax

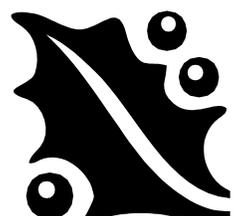
Seaport Hotel at the World Trade Center  
Boston, Massachusetts

Call the hotel directly for reservations  
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Boston is such a great place to visit!**



**Happy Holidays to One and All  
and  
A Happy, Healthy & Safe New Year!  
From the CAMA Executive Committee**



Correctional Accreditation Managers Association  
 18<sup>th</sup> Annual Training Conference  
 Hosted by the Massachusetts Department of Correction

**CAMA Conference 2005**  
**April 22-26**

Seaport Hotel at the World Trade Center Boston • 1-877-SEAPORT • www.seaporthotel.com  
 Overflow Hotel • Embassy Suites Hotel at Logan Airport • 617-567-5000 • www.embassysuitesboston.com

**Advanced Registration must be postmarked by March 15, 2005**

**Please call to reserve rooms with the hotel before March 15, 2005 and identify your affiliation with the MA DOC/CAMA in order to receive the conference rate.**

**\$139 + tax for single or double.**

**Parking: 24 hrs - \$24.00**

Name _____	Title _____
Agency _____	Facility _____
Work Address _____	City/State/Zip _____
Day Phone # _____ Fax # _____	Email _____

I do \_\_\_ do not \_\_\_ want my registration information given to other organizations for potential future contact.

3-day (full registration) for members	\$110.00	\$ _____
3-day (full registration) for non-members	\$125.00	\$ _____
Late Registration (after 3/15/05)	\$135.00	\$ _____
1-day Registration	\$ 60.00	\$ _____

TOTAL \$ \_\_\_\_\_

(Optional Purchases)

Auxiliary Registration	\$ 60.00	\$ _____
Conference T-Shirt (S, M, L, XL, XXL) adult sizes                      please circle one	\$ 10.00	\$ _____

Total enclosed \$ \_\_\_\_\_

No refunds 30 days prior to conference date.

\*Auxiliary Registration is available to a spouse or family member. This will allow them access to all activities. (Inclusive of training sessions, two luncheons, and social event.)

ENCLOSED IS: \_\_\_ Check made payable to CAMA of Massachusetts  
 \_\_\_ Money Order  
 \_\_\_ Agency to pay registration (please provide contact person, phone number and billing address)

Please mail registration form to: Nancy Agoglia, Executive Assistant  
 Massachusetts Department of Correction  
 Policy Development & Compliance Unit  
 50 Maple Street, Suite 3  
 Milford, MA 01757-3698  
 Conference Hotline: 508-422-3337 Fax #: 508-422-3420

You will receive confirmation by email when your payment has been received.  
 If email is not available, you will be notified by telephone.

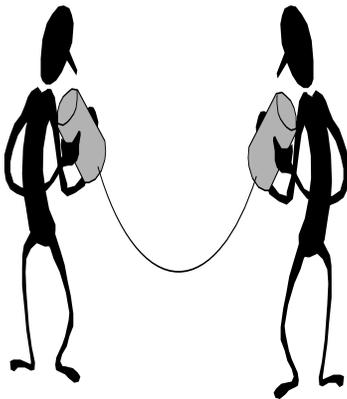
Refer to the hotel web site for information on ground transportation to/from Logan Airport.  
 Please notify us ahead of time if you have any dietary restrictions.

**Correctional Accreditation Managers  
Association**

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## STAY IN TOUCH WITH YOUR OFFICERS

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Regional Directors

*See Page 8 for Regional Directors' List*