

## Notes of Appreciation

### ER Cass Award Banquet

July 24, 2012

Gary D. Maynard

Thank you, Morris. That was a fine introduction and thank you for your friendship and service to NIC and the profession of Corrections for these many years. And congratulations to Warden Cain—well deserved. And to all of you, thank you so much.

For those of you who know me, it's obvious that I would not be standing here—I probably wouldn't even be standing---without my wife of several years. Donna has shaped my life from the first day we met in college, to tonight. She worked very hard to support us when I was in school, and she has moved around through these several states, dealing with some extremely difficult times, without complaint.

She has given us a wonderful son, Travis who is someone whose talents, character, and personality are those that I admire. He got everything from Donna that was good. About all he got from me were this competitive nature and this ambition to take on difficult tasks.

A number of people in Oklahoma were significant in my success there. Mary Livers, Larry Fields, Pam Ramsey, Justin Jones, Steve Hargett, Bobby Boone, Dan Reynolds, Pat Turner and many more.

And the three years we were in Arkansas allowed us to become acquainted with David and Rita Guntharp, Director Jim and Patti Mabry and Larry and Phyllis Norris. It was there in 1980, I had the opportunity to work for the director, Vernon Housewright, a man I had respected for years and looked up to for having had, years before, the first prison in the country to be accredited by ACA.

In South Carolina, Bill Leeke and Linda and Ellis Macdougall and Rachel became very good friends and we enjoyed that brief time with them. Ellis was in his last years, but he remained a dynamic individual until the day he died.

Our move to Iowa found John Baldwin, Lettie Prell, Dan Craig, Roger Baysden and Gary Sherzan, just a few of the people who were a great support to me.

Now in Maryland, we have found many friends, and a Governor and staff that truly understand the public safety role those in Corrections can have in today's social environment. Governor O'Malley is truly a leader and innovator, but also a very good person to work for. He has assembled a staff that uses data to improve performance, and we have capitalized on that opportunity. Kristen Mahoney, Beth Blauer and Cassie Motz, our liaison and the Deputy Chief of Staff, have been instrumental in moving us forward, and improving our performance. Cassie, Kevin Loeb, and most especially, Joyce Fogg put together my nomination and apparently somehow made it look like I had a purpose in my career.

When I first joined ACA almost 40 years ago, the men and women in Corrections were bigger than life, and people like Perry Johnson, Sam Sublett, Norm Carlson, Louie Wainwright, and Ellis Macdougall were the people I wanted to meet, and did. Then later on I had the opportunity to get to know Su Cunningham, Bob Brown, and Helen Corrothers. I would watch and listen to them interact, and I wanted to be like they were. Respectful of others, engaged in the profession, taking on leadership responsibilities, enjoying life and each other.

As I moved into jobs of more responsibility I tried to remember what I had learned from them. In 1985, in the midst of a terrible riot in the State Penitentiary in McAlester, Oklahoma, I learned one of my most significant lessons in leadership. As warden, I knew I was responsible for the riot and had assumed responsibility for it. Seven employees taken hostage for 38 hours, and my personally negotiating their release with the hostage takers made me think that everyone should know I was taking responsibility. But the part I didn't understand was the part that says we don't stand alone--that no person is an island. And as good as we think we are, we only become true masters of our collective destiny by reaching out and asking for the help from our employees. When we take responsibility for what happens, or what should happen, and communicate that to our staff, and ask for their help, we empower not only ourselves, but the entire organization. That happened in McAlester, Oklahoma. And people led by Steve Hargett, Bobby Boone, and Dan Reynolds, rose to the occasion to turn tragedy into triumph. They and the employees at that prison caused the turning around of decades of injuries, deaths, and gang violence into a safe and well run facility. And the director, Larry Meachum, allowed me the time to turn it around. He could probably have fired me but gave me a chance.

The same type of good people stood together when asked in South Carolina, and rose to the occasion, being led and supported by people like Bob Ward, Bernard McKie and Donna Hodges. And in Iowa it was the same. John Baldwin, Dan Craig, Gary Sherzan, Lowell Brandt, and Larry Brimeyer, all, when aware of what was needed, stood together and moved forward.

When I came to Maryland, it was considered one of the most violent prison systems in the country. Two officers killed in the same year, and gang leaders in control of the House of Corrections in Jessup, made it one of the more difficult at the time. Things were running well in Iowa and I interviewed for the Maryland job with the newly elected Governor, Martin O'Malley. He asked if I could get control of the Gang violence. I said I didn't know but I would try. That day he offered the job and I took it.

To make a long story short, I toured the House of Corrections the first week in Maryland and I could see it needed to be dealt with. The Governor approved my request to convert it to minimum security in the next 30 days. About a month later a young officer there was stabbed several times in the face and chest and taken to Shock Trauma. The Governor and I met at the emergency room and visited the officer. The doctor said he might not make it through the night. Late that night driving home I called the Governor and said we needed to close it. He asked what I needed from him and I said just your approval. He said "you have it".

I called the Deputy Secretary/Chief of Staff Mary Livers that night before midnight and told her to get the fewest number of people together the next morning to figure out how to close the House safely, and not to tell them what the meeting was about. The next morning, a Saturday, Mary had 7 other staff together in the conference room. I told them what we had to do, and we couldn't tell anyone. One

assistant commissioner asked when we had to have it closed and I said by March 15<sup>th</sup>. He said “this is the 3<sup>rd</sup> of March. We can’t do this in less than two weeks”. I said we have to or someone else will be killed.

That group moved 1200 inmates in state and 100 out of state, to empty the 900 inmates out of the House of Corrections. We moved the last inmate out two weeks later. Since that time, violence against staff has been reduced over 60% and violence against other inmates, by over 40%. And it’s all to the credit of those seven leaders; Larry Franklin, who is here tonight, Mike Stouffer, Jim Peguese, Paul O’Flaherty, Pete France, Randy Watson, John Rowley and many, many other corrections officers, case managers, and other staff who did their job without question, without knowing the reason, in a splendid manner, and under the leadership of Mary Livers.

Governor O’Malley showed particular bravery in approving that recommendation from a Secretary he had spent perhaps an hour and a half total with, an hour of that being the initial interview. If this had gone bad, it could have cost him his career. And he has shown that same bravery and leadership for the past 5 ½ years. When he heard I was being recognized for this Award, he hosted a dinner at the Governor’s Mansion for Donna, Travis and I and a large group of friends and associates.

I owe a special thanks to several people. Jim Gondles has supported my career in many ways over the years, and Betty Gondles helped me with the Health Initiative and they both have been good friends to Donna and me. Jeff Washington, Jennifer Bechtel, Sandy Osteen, Mark Saunders, Ron Angelone, Chuck and Ellen Kehoe, and Gwen Chunn always were supportive. And Chris Epps, Ray Hobbs, Brian Fischer, Pat Caruso, AT Wall, Harold Clarke, Howard Skolnick, Bob Houston, Tom Clements and the many directors of the other state correctional systems are always a ready source when advice and support is needed.

Mary Livers, a person I have hired and promoted many times, has been not only a loyal supporter, but one of the finest correctional leaders I know. There’s not that many people who have a Ph.D. in Correctional Leadership. And we worked together in Arkansas, Oklahoma and Maryland in some exciting times, and many of those times will be long remembered. And Mary and Penny will always be our friends.

And Larry Fields, who followed me as director of Oklahoma, is a good friend and a very smart person and I’ll tell you why I think he’s so smart. I was Warden of a medium security prison in Oklahoma and interviewing Larry for a job as Deputy Warden. In those couple of days when I was trying to make up my mind, I suggested we play some tennis. He beat me 6-0. I didn’t win a game. I must have mentioned it to some other wardens and Larry must have heard. He suggested we play the next evening, and this time, I beat him 6-0. He is a smart man. And he and Roberta will always be special to us.

When I ran for President Elect of ACA, Bill Garrison offered to run the campaign and raise money. I asked him what he wanted in return and he said, “Just let me hang out in the Presidential Suite if you win”. We won, and he did hang out. And Bill and Kaye have been the best of friends over these past several decades. And each year now, Bill comes to Maryland and he, Bob Verdyne and I play golf for three days.

I first became a director of corrections in Oklahoma in 1987. From that day until now, George and Camille Camp have led ASCA in a splendid way and helped me in more ways than one. They are professional and personal friends of Donna and mine.

Louie Wainwright was a leader I watched and read about for years. And after getting acquainted with Annabelle and Louie personally, they have become very special. Donna and Annabelle's shopping has cost Louie and me a lot of money. And we are so glad that Louie and Annabelle are here tonight to share this event with Donna and me.

I've learned a lot of lessons about leadership, but one of the most important has been the simple fact that the people need to hear and understand the vision, the leader must assume and communicate the taking of the responsibility, and the people need to be convinced that they are cared for and necessary to accomplish the mission and fulfill the vision. All of you here tonight have been a part of, not only my career, but probably significant in the careers of many, many others, and you all deserve recognition for that.

I couldn't be happier about my career, Donna and Travis, this ER Cass Award, or the fact that you are here tonight to share in the recognition.

And as Bob Hope said, "Thanks for the Memories".