

NATIONAL INSTITUTE OF CORRECTIONS

PRISON SECURITY
SECURITY TIPS CHECKLISTS
THIRD EDITION

DECEMBER 1995

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Introduction

In June and December of 1994, and in December 1995 the National Institute of Corrections conducted Prison Security seminars. Participants included wardens, deputy wardens, chiefs of security and central office staff. A roster of all participants is included in Appendix A and training staff is included in Appendix B.

Using the course content and the participants' experience, this Security Tips Checklist was developed. The tips were developed following the topics of the seminar agenda and therefore is not an exhaustive list of security issues. The original Checklist was developed from the June 1994 seminar as a beginning and has been expanded as a result of the subsequent seminars in December 1994 and December 1995. As future seminars are conducted, this document will be updated and expanded. The Checklist provides the National Institute of Corrections with another vehicle to share the seminar learnings beyond the participants.

The Prison Security seminar materials may be obtained from the National Institute of Corrections, National Academy of Corrections, 1960 Industrial Circle, Suite A, Longmont, Colorado 80501.

Your feedback and enhancement of this document are welcome. We hope that this information will help to enhance your security. If you have any questions regarding the checklist, feel free to contact the National Institute of Corrections staff, trainers or participants.

Security Audits

1. Clearly define the purpose of the audit system.
2. Ensure that there is support from the agency executive before starting an audit program.
3. Establish an audit program that focusses on an entire system, facility or functional area. If necessary, start small and then let the process expand.
4. Conduct security audits on a regular schedule.
5. Establish a policy and procedure (set routine) for conducting security audits that defines what is being audited and why. The system should be objective, non-judgmental and positive.
6. Establish security audits checklists using established policy and procedures and other documents such as post orders. Audit Checklist should be the objective.
7. Use experts on the subject matter to create the audit forms.
8. Involve staff in the development of the process.
9. Utilize security staff from other institutions as well as regional and central offices to serve as auditors. This will enhance the learning for both the facility being audited and the auditors. If a department-wide approach is not utilized, conduct internal facility audits.
10. Involve both custody and non-custody staff in the process.
11. Provide training for audit teams.
12. Provide for positive communications between the auditors and facility staff.
13. Establish realistic systems checks that are simple and safe.
14. Share audit findings in a timely manner (both positive things staff do well and areas for improvement in order to enhance security and not as "I catch ya"). Provide for a facility exit interview.
15. Develop and implement a follow-up system to ensure security changes are made. Audit findings should be reviewed by upper management.

Security Through Physical Plant and Facility Planning

1. Establish and actively involve facility staff (including security, programs, support personnel, etc.) affected by any renovation.
2. Establish operational teams composed of staff with operational expertise to fully participate in and shape planning, programming, facility design, and transition/activation. Continue to utilize this staff in the transition process.
3. Develop a system to document all design and operational decisions and a process to ensure decisions are implemented.
4. Establish an operational and architectural program prior to the start of design. Define your mission, operational needs and issues before looking for design solutions. Indicate standards to be followed. If changes are made during design, document the changes and reasons why.
5. Review plans and specifications for the impact of long term operational costs, especially staffing. Do this at least at the conclusion of each design phase, but more often is desirable.
6. Designate one person as project coordinator for the facility and/or department.
7. Define all roles in the project.
8. Develop a team approach between the facility and central office staff in conjunction with general service staff in order to ensure a secure, efficient, economical and safe facility. Ensure that staff work assignments are such that they have the time to dedicate to the project.
9. Ask tough questions, require that answers be shown on the plans and specifications and document responses. Be persistent.
10. Ask why the designers are recommending a solution and continue to ask for clarification until it makes sense to you.
11. If you inherit a project, go back to the planning and programming documents and study them. Compare the documents to the design.
12. Start your involvement at the beginning of the project and remain being fully involved through occupancy.
13. Visit similar projects to see what works well and what to avoid.

14. Review all plans and specifications; do not assume that others have done this or if they have, that they understand your operational concerns.
15. Utilize materials consistent with the facility mission and operational needs.
16. Ask to see sight lines by use of special drawings, elevations, sections, models and possibly full scale mock-ups.
17. Participate in the punchlists to ensure the facility and systems are operational and in accordance with contract documents.
18. Use design aids such as models to enhance your understanding of the project.
19. Become a full partner in the design process by learning how to read and understand blueprints and specifications, and to understand the design and construction process.
20. Develop and maintain timelines for the project.
21. Develop action plans to detail project tasks and to monitor progress.
22. Provide for facility/department project management. Take your own minutes or notes and ensure that all issues are addressed,
23. Define your role during the construction process.
24. Involve facility maintenance in construction walk-throughs, training, punchlist and facility start-up.
25. Take photographs and video tape the facility during construction and upon completion. Update as a result of any renovations and/or additions.
26. Upon project completion, obtain copy of records, drawings, specifications, addendums and change orders. Organize and store so the documents are accessible to appropriate security staff.
27. Conduct study tours of other facilities to see possible design solutions. Document what you liked and what you wish to avoid.
28. Take the time to do the project right since the facility will have a long term impact on the operation.
29. The project is only as good as the input provided by the owner and facility users.

Security Through Technology

1. Define your operational needs prior to selecting technological solutions.
2. Use proven systems from similar custody levels and environments. Do not be enticed by offers to be first. On the other hand, do not use obsolete technology.
3. Prepare a human back-up system.
4. Research technology by seeking input from other correctional systems.
5. Ask vendors to provide you with product literature, samples, references, etc. Call the references and ask for candid input.
6. Test samples in settings similar to those where they will be utilized
7. Ensure that you have the resources to operate and maintain the system.
8. Test the systems prior to accepting and making final payment.
9. Train staff in the system prior to activation.
10. Establish a technology committee.

Post Analysis / Roster Management

1. Establish goals for post analysis and roster management. Develop a process to do both that will have credibility with the legislature.
2. Conduct manpower utilization studies from a facility-wide perspective, not just security staff.
3. Develop accurate shift relief factor (availability factor) by job classification and facility, and update at least annually. Carry the relief factor to two decimal places. The relief factor accounts for approximately 40% of staff.
4. Develop a shift relief factor for each facility in the department. Understand why the factors vary from institution to institution.
5. Establish agreed-upon shift minimum staffing levels and the criteria to close and/or collapse posts.
6. Determine the elements of your post analysis to include at a minimum, mission statement/goals, physical plant description, operational descriptions and standards.
7. Utilize graphics to illustrate staff deployment especially for those not familiar with corrections or the facility.
8. Develop daily activity schedules to enhance efficient staff deployment.
9. Update staffing plans annually, documenting facility and operational changes. Consider daily and emergency requirements.
10. Document when staff are detailed to special assignments, indicating why and the length of the assignment, in order to show new personnel needs.
11. Share manpower needs in advance of the budget process.
12. Develop master and daily rosters consistent with the adopted and budgeted post analysis.
13. Utilize daily rosters to document special staffing requirements. Use data to update post analysis.
14. Manage the master and daily rosters.
15. Develop and maintain logs that document staffing needs, i.e., transportation, reception, release and transfers, visits, etc.

16. Train managers to conduct post analysis and to do roster management.

Recruitment and Selection

1. Determine what knowledge, skills and abilities that new staff must bring to the job.
2. Select staff using a comprehensive process ensuring that desired behavioral dimensions are obtained.
3. Allocate sufficient resources to the selection process so the best possible applicants are employed.
4. Evaluate staff against relevant behavioral dimensions.
5. Develop advertising strategies to reach all areas of the state. Use multiple advertising strategies, i.e., job fairs, newspapers, etc.
6. Locate training academy close to applicants and/or facilities.
7. Process applicants quickly so as not to lose them to other agencies.
8. Understand the resources required to conduct effective recruitment and selection.
9. Use multiple testing sites to facilitate applicant processing.
10. Develop position appropriate test and selection techniques.
11. Recognize that large numbers of applicants are required. It may take as many as ten applicants to select one qualified person.

Programming As a Key to Security

1. Educate all staff and the public as to the importance of programs and how they enhance security.
2. Train all staff in good security practices. Cross train staff whenever possible.
3. Communicate, coordinate and cooperate between security and programs at all levels.
4. Seek input from program and security staff in developing operational directives.
5. Recognize that good programming is good security and vice versa.
6. Recognize the value of diversity; do not stereotype.
7. Work to find common ground and understanding between program and security. Realize the differences and manage the differences to your advantage.
8. Lead by example; work to draw staff together.
9. Recognize the need for aftercare / support systems especially for youthful offenders.
10. Understand the changing needs of inmates, especially youthful and more violent offenders.
11. Cross-train staff.
12. Train all staff so they realize that security is critical to everyone.

Security Application and Integration

1. Establish your operational mode and let it be known to staff and inmates. Be consistent
2. Understand the impact of the decisions you make. Consider the consequences of your decisions.
3. Continue to seek options. Do not close off options.
4. Do not be forced into making a quick decision or a decision you are not ready to make.
5. Utilize realistic scenarios in training staff to explore options and to make good decisions.
6. Make decisions with as much information and input as possible. Remember - information is power.
7. Do not allow egos to make decisions.
8. Be patient.

Security Threat Groups

1. Collect information, organize and regularly share with all staff, not just security staff.
2. Listen to and document "free" information from inmates.
3. Learn what agencies are involved in security threat groups and formalize sharing of information and resources.
4. Establish networks to collect and share information with other correctional facilities, departments and law enforcement.
5. Understand the organizational abilities and intelligence system of security threat groups.
6. Identify and track security threat group members and leaders from the time they enter the facility.
7. Isolate security threat groups leaders. Provide for reintegration of members and leaders after have they completed a program and renounced security threat group membership, (i.e., the Connecticut model).
8. Establish a unit and/or select a person to track the development of security threat groups.
9. Select a security threat group intelligence person who is willing to communicate with all staff and inmates.
10. Recognize that security threat groups can be in any institution regardless of size or custody level and pose a threat to facility security.
11. Establish a label for security threat groups and use this term consistently in documents / training, etc. (We have elected to use the term security threat groups rather than gangs or disruptive inmates. This was done since security threat groups in prisons have different characteristics from street "gangs" Also, to avoid your having to prove they are "disruptive inmates".)
12. Understand the characteristics and traits of each security threat group.
13. Understand the culture and symbols of security threat groups. Do not allow them to promote these.
14. Recognize that females are involved in security threat groups.

15. Develop programs to manage security threat groups and to stop inmate participation in such groups.
16. Understand that photographs can be used to show who is a member of a security threat group. Individuals not a member of a security threat group are usually not photographed with security threat group members.

Continuum of Force

1. Develop use of force policy and procedures consistent with statutes and case law.
2. Define who can authorize use of force.
3. Use force appropriate to the situation, but recognize there may be unintended consequences. Recognize that the reaction may not be immediate. The level of consequence will generally be in response to the use of force.
4. Consider options before using force. There is no single right way.
5. Review use of force annually considering changes to mission, population, resources, laws, etc.
6. Train staff consistent with use of force policy and procedures and emphasize the range of options available.
7. Keep in mind that line staff will advocate for greater use of force and those in charge (administration) will be those who will be held responsible.
8. Allow staff and inmates to save face if at all possible. This may allow you to not use force.
9. Exercise good judgement based upon experience and experiential training.
10. Consider options before acting; avoid a "group think" syndrome. There are always more options available than those initially considered. Seek input from staff who are not directly involved in the event. Emotions of the event can escalate the problem. There is no single right way. Do what is right.
11. Video all actions or events.
12. Do not concede to staff what is your responsibility.
13. Define the chain of command and be sure it is clear to everyone involved.
14. Interact with the media effectively.

Supermax Institutions

1. Define the goal of supermax for your system.
2. Identify the supermax population. Establish a process and criteria for inmates to enter and exit supermax. Release should not be set by an established time frame but by earned behavior.
3. Determine what programs and services will be provided in supermax. Use alternative programming techniques, i.e., CCTV programs.
4. Train staff extensively.
5. Determine the most appropriate site to meet the facility goal and staffing requirements, considering back-up staff needs and job rotation.
6. Foster positive staff / inmate interaction.
7. Recognize that lawsuits have been generated from other supermax facilities.
8. Understand that a supermax facility may not be the answer for your system.
9. Recognize the impact of supermax operations on staff.
10. Select staff for supermax assignments that considers diversity and females.
11. Educate the public on the role of the facility.
12. Learn what has worked well in other states before starting a supermax facility. Define both facility and operational successes.
13. Management staff should be visible to staff and inmates - management by walking around.

Emergency Preparedness

1. Develop comprehensive emergency plans and have available to staff. Incorporate checklists into plans so staff assignments and the time tasks are completed can be documented. Involve staff in the development of the plans.
2. Make emergency plans available to staff.
3. Develop and maintain step-down plans as events de-escalate.
4. Recognize that even the best plans may have to change to be responsive to the situation.
5. Know who is in charge, the chain of command and role of all staff.
6. Brief all involved of any change of command.
7. Test your emergency plan using carefully developed and implemented simulations. Conduct critical analysis of all simulation and modify plans accordingly.
8. Test your emergency equipment.
9. Determine if and how emergency events will be documented. Consider video taping.
10. Recognize that an emergency is an opportunity for improvement, but that improvements can take place without an emergency.
11. Ensure staff are trained in the emergency plans.
12. Train for hostage survival.
13. Recognize that there are often indicators of a crisis prior to the event. A list of crisis indicators is included in Appendix C.
14. Involve outside agencies in the development of emergency plans, in plan training, and in annual reviews. Formalize mutual aid agreements in advance and keep up to date. As part of this training, a list of emergency response resources was identified. These are included in Appendix D.
15. Establish a common language that is understood by all involved agencies.
16. Designate staff to coordinate outside agencies/individuals; consider family of staff and inmates, elected officials, media, union and support agencies. Train staff for these responsibilities.

17. Establish a place for families (consider staff and inmates), elected officials, media and other interested groups.
18. Demonstrate good leadership during any situation.
19. Make sure commands are clear, decisive and repeated back to ensure they have been communicated correctly.
20. Provide for staff relief.
21. Utilize a "think tank" to promote good decision making.
22. Debrief after every event; learn from it, modify plans and retrain staff.
23. Care for involved staff during and after an event. Establish post trauma incident plan.
24. Recognize that there are no heroes, just staff doing what they have been trained to do.
25. Understand the long term impact of any action.
26. Keep staff recall lists current.
27. Reduce the potential for crisis by establishing good communications between staff and between staff and inmates.
28. Reduce the potential for crisis by using MBWA - management by walking around.

General Tips

1. Recognize that there is no single "best" plan or strategy for security. The needs of the field are constantly changing and we must learn to anticipate and respond to those needs.
2. Remember, there is no bottom line; we always have options.
3. Learn and share with other facilities and departments.
4. Create environments where staff are encouraged to contribute, share and grow.
5. Remember to watch for paradigm shifts and use the opportunity to re-think our role.
6. Color code keys and code keys to the touch.
7. Utilize existing resources to enhance your security.

Benefits of Security

At the beginning of the first two seminars, participants divided into four groups. Two groups answered the question, "*What are the benefits of good security?*" and two groups answered the question, "*What are the consequences of poor security?*". Responses to these questions are included in Appendix E.

**National Institute of Corrections
Prison Security Seminar**

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- (1) June 1994 Seminar
- (2) December 1994 Seminar
- (3) December 1995 Seminar
- (4) All Seminars

CRISIS INDICATORS

The following indicators of a pending crisis were developed. Indicators identified show a change of routine for both staff and/or inmates.

1. Program lay-ins.
2. Lack of movement.
3. Decreased programs.
4. Change in routine.
5. Increased substance abuse.
6. Increased track running.
7. Eye contact change.
8. Detail (work) changes.
9. Communications changes (up or down).
10. Sending out property.
11. Visitation decreased.
12. Increased phone calls.
13. Increased incidents.
14. Mail activity changes.
15. Subversive acts.
16. "Hair on the neck stands up".
17. Staff call-ins.
18. Staff resignations.
19. Commissary stock-piling.
20. Inmate dress - Layered clothing / laced up - shoes, belts.
21. Weird/different groupings of inmates.
22. Increased incidents of weapons.
23. Wearing of colors.
24. Protective custody requests increase.
25. Snitch kites up or down.
26. Yard quiet.
27. Change in routine.
28. Increase in movement at unusual hours.
29. Requests for transfers.
30. Increase in laundry (sheets, blankets).
31. Staff movement (transfers, sick call, leave).

EMERGENCY RESPONSE RESOURCES - Possible Resources By Agency

The following lists were generated to identify resources that are available to support corrections in an emergency. While all of these resources may not be available to all states and all prisons, they illustrate a range of options. To identify, develop and formalize these resources, a considerable amount of time is required. Of course, this must be done well in advance of an emergency.

State Police

1. Criminal investigation.
2. Emergency response teams.
3. Road blocks.
4. External / perimeter security support.
5. Mounted police for separating large groups.
6. Overhead photography.
7. Transport by helicopter.
8. Hostage negotiation.
9. Special weapons.
10. Emergency response training.
11. Canine units.
12. Apprehension.
13. Tactical support.
14. Equipment.

Sheriff's Office, Police Department, Game Wardens

1. Perimeter security support.
2. Traffic control.
3. Technical supports i.e., night vision equipment, spot lights, weapons.
4. Communications equipment - radios, repeater stations.
5. Canine units.
6. Transport / escort.
7. Ambulance / EMT.
8. Hostage Negotiation.
9. Escape Apprehension.
 - Staff
 - Aircraft

Fire Department

1. Fire suppression.
2. Lights / ladders.
3. Extraction equipment

Emergency Medical

1. Ambulance / EMT.
2. Paramedics.
3. Air vacs.

Utility Companies

1. Emergency disconnect.
2. Emergency hook-ups.
3. Communication systems.

Other State Resources

1. Emergency management.
 - Broker of resources
 - Food, shelter, command posts
2. State Hospital.
3. State universities / colleges.
4. Department of Health.
5. State Environmental Agency.
6. Department of Highways.

Military, National Guard

1. Perimeter security.
2. Food service.
3. Medical.
4. Assault vehicles.
5. Reserve armory for staging or holding.
6. Emergency equipment.
7. Shelter.
8. Emergency command posts.
9. Amphibious vehicles to respond to rapid flooding.
10. Transport vehicles.
11. Manpower.
12. Engineering equipment.
13. Support services - water, laundry, bath, restrooms.

Federal Agencies

1. Federal Emergency Management Agency (FEMA).
2. Federal Bureau of Investigations.
3. Federal Bureau of Prisons.
4. Border Patrol.
5. Drug Enforcement Administration (DEA).
6. U S Marshall Services.

7. Alcohol, Tobacco and Firearms (AFT).
8. General Services Administration (GSA).
9. Secret Service.

Other Resources

1. Churches
2. Advocacy groups.
3. Salvation Army.
4. Red Cross.
5. Volunteers.
6. Retired employees.
7. Media.
8. Private medical facilities.
9. Business community (fast food restaurants).
10. Celebrities.
11. Utilities.
12. Scuba.
13. Private airports.

Emergency Response Resources - By Jurisdiction

The following lists were generated to identify the type of agencies that may be available to support corrections in an emergency. While all of these resources may not be available to all states and all prisons, they illustrate a range of options.

State Agencies

1. State Police.
2. Public Works / Department of Administration.
3. Department of Natural Resources.
4. Legislators.
5. National Guard.
6. Governor's Office.
7. Highway Department.
8. Personnel Department.
9. Emergency Management Agency.
10. Fire Marshall.
11. Attorney General.
12. Health Department.
13. Social Service Department.
14. Education Department.

County and Local Agencies

1. County Sheriff.
2. Local Police Agency.
3. Fire Department / rural and city
4. Bus companies.
5. Ambulance services.
6. Local hospitals and clinics.
7. School / college dorms.
8. Utility companies.

Federal Agencies

1. Federal Bureau of Prisons.
2. Federal Bureau of Investigation (FBI).
3. Federal Emergency Management Administration (FEMA).
4. Immigration and Naturalization Service (INS).
5. U. S. Marshall Services.
6. Drug Enforcement Administration (DEA).
7. National Institute of Corrections (NIC).
8. Alcohol, Tobacco and Firearms (AFT).
9. National Institute of Justice (NIJ).
10. U. S. Military.
11. Postal Service.
12. Nuclear Regulatory Commission (NRC).
13. Federal Wildlife Service.
14. Bureau of Indian Affairs (BIA).
15. Bureau of Land Management (BLM).
16. Federal Aviation Administration (FAA).

Other Agencies

1. Red Cross.
2. Salvation Army.
3. Telephone, gas, electrical companies.
4. Religious agencies.
5. Railroads.
6. Bus / Transportation agencies.
7. Media -- TV and radio.
8. Psychiatric services.
9. Triage / Hospital / Ambulance.
10. Catering.
11. REACT / HAM organizations.
12. Emergency Housing / tents / mobile houses, etc.
13. Labor unions.
14. Heavy equipment - cranes, dozers, etc.

15. Rental companies - special equipment / lights / generators, etc.
16. Engineering.

Local Emergency Response Teams

1. Food preparation.
2. Emergency care.
3. Blankets / tent housing.
4. County Jails / work crews.
5. Red Cross.
6. District Attorney's Office.
7. Railroad.
8. Clergy.
9. Media.
10. Local politics.
11. Coroner's Office.

Benefits of Good Security - June 1994

1. More successful work and educational programs.
2. Safety - staff, inmates, public.
3. Safe, sound and secure institution.
4. Controls introduction of contraband by inmates and staff.
5. Paramount to accomplishing department mission statement for public safety.
6. Higher staff morale.
7. Lower long-range expense (property damage, med. staff hiring and training).
8. Reduced escape attempts.
9. Reduced staff sick time.
10. Stability within housing units - lower predatory incidents.
11. Helps unification of other department - common goal.
12. Cleaner and healthier facility.
13. Fewer lost lawsuits.
14. Expedient emergency response.
15. Improved communication and support from the unions.
16. Step towards achieving ACA accreditation.
17. Better community relations and more positive image in eyes of the community and media.
18. Facilitates better and more prompt medical attention for inmates.
19. Leads to appropriate groupings and supervision of inmates.
20. Provides increased consistency in dealing with inmates which decreases grievances and discipline problems.
21. Consistent and effective implementation of policy and procedures.
22. Frees administration to deal with other problems.

23. Allows for better possibilities for inmate rehabilitation.
24. Results in increased intelligence and better communication.
25. Allows more time for CO training.
26. Reduces number of internal investigations.
27. Protects staff and inmates' constitutional rights - decrease in law suits.
28. Shows staff policy and procedure work - therefore encouraging compliance.
29. Lessens cost to state for criminal changes.
30. Increased staff morale and productivity.
31. Inmates have increased sense of safety - secure environment.
32. Consistency saves your department money.
33. Job security.
34. Other jurisdictions can learn from you - good example.
35. Allows institution to be more flexible with outside crew assignments - service to the community.
36. Safer the inmates feel, the more likely to communicate with staff.
37. Positive attitude on part of public - you are doing your job.
38. Keeps government and media off your back.
39. Allows facility to identify weak spots.
40. Staff and inmate families have increased sense of security.
41. Prevent assaults on inmates and staff.
42. Cost efficiency.
43. Protect the public.
44. Good public relations (Trust).
45. Enhances staff morale.
46. Contraband control.

47. Makes programming/work possible and productive.
48. Decreases litigation.
49. Enhances recruitment/retention.
50. Decreases absenteeism.
51. Encourages community volunteers.
52. Helps fund special security operations.
53. Promotes communications up/down/sideways.
54. Reduces disciplinary problems with inmates and staff.
55. Structure/organization/predictable environments.
56. Family ties/visitation.
57. Quick response to emergencies.
58. Prevents escapes.
59. Makes everyone's job easier.
60. Improves labor/management relations.
61. Better training possibilities.
62. Better relations with central office.
63. Reduces protective segregation population.
64. Prevents inmates from being in control.
65. Good resource utilization.
66. Professionalization of staff.
67. Enhanced sanitation/housekeeping.
68. Meet national standards.
69. Consent decree compliance.
70. Prevents damage/property.

71. Prevents illegal activity.
72. Reduces gang activity.
73. Reduces use of force.
74. Ability to plan.
75. Enhanced inmate morale.
76. Appropriate classification for community programming.
77. Less overtime
78. Less stress.

Benefits of Good Security - December 1994

1. Training of staff.
2. Inmate accountability.
3. Safer environment for staff and inmates.
4. Cost effective.
5. Reduction in number of fights, assaults and escapes.
6. Reduction in entry of contraband by staff, visitors and inmates.
7. Compliance with court orders.
8. Control of contraband.
9. Improvement of staff and inmate morale.
10. Better staff recruitment.
11. Fewer inmate problems.
12. Reduction in number of escapes.
13. Physical plant takes less abuse.
14. Accountability of staff and non-departmental staff.

15. Improvement in staff productivity.
16. Improvement in community support.
17. Job security.
18. Enhancement of staff morale and efficiency.
19. Better mental health treatment.
20. Accountability of weapons, tools, equipment and keys - personnel and inmates.
21. Clear expectation of staff and inmates.
22. Mission accomplished.
23. Less violence.
24. Reduction in positive urinalysis results.
25. Roster management.
26. Better control environment.
27. Better program participation.
28. Enhanced relationship between case management and security.
29. Reduction of staff stress and turnover.
30. Positive audit results.
31. Reduction of fiscal requirements.
32. Improved public safety.
33. More order.
34. Better staff morale.
35. Allows institution to function better.
36. Provides safe working environment for staff.
37. Increased inmate safety.
38. More staff professionalism.

39. More comfort.
40. Easier to manage.
41. Helps keep the budget down.
42. Reduces the chances of institution disturbances.
43. Reduces inmate tension.
44. Better response in emergency situations.
45. Greater community acceptance.
46. Improved image to the public.
47. Helps to keep the media positive.
48. Provides a way to control inmate movement and behavior.
49. Enables programming.
50. Clarifies relationship between staff and inmates.
51. More respect between staff and inmates.
52. Reduces escape risk.
53. Requires less staff.
54. Provides contraband control.
55. Professionalism.
56. Teamwork.
57. Job security.
58. Motivation.

Consequences of Poor Security - June 1994

1. Management problems.
2. Frequent escapes.
3. Major disturbance or riot.
4. Unsafe living and working environment.
5. Lack of control over inmate movement and activities.
6. Inmate on inmate assaults.
7. Lack of control.
8. Gangs will run the prison.
9. Low staff morale.
10. Creation of an environment not conducive to positive inmate change.
11. Wasteful deployment of staff.
12. Inmate on staff assaults.
13. Hostile environment.
14. Threat of kidnaping more prevalent.
15. Officers have fear of giving order(s).
16. Increased risk to public safety.
17. Poorly trained staff.
18. Protective custody inmates increase.
19. Staff assaults.
20. Inmate games increase.
21. Low job security for wardens and administrators.
22. Potential for increased cost of operations.
23. Increase in contraband introduction.

24. Unscheduled leave increased.
25. No community volunteer support.
26. Workman's compensation claims increase.
27. Litigation skyrockets.
28. Potential for illegal activities by staff.
29. Decrease of public confidence in your department.
30. Sanitation and pest control standards deteriorate.
31. Fear of the reputation.
32. Increase in inmate grievances.
33. "Good ole' boys" favoritism toward inmates.
34. Increase in drug and alcohol abuse by inmates.
35. Poor documentation of the operation.
36. Disciplinary cases increase.
37. Increase in inmate transfers.
38. Increase in costs.
39. Building begins to deteriorate.
40. Increased staff turnover.
41. Will to achieve accreditation.
42. Low self esteem of staff.
43. Quality of food preparation decreases.
44. Increase in inmate rapes.
45. Loss of professional image.
46. Inmate property out of control
47. Decrease in job security.

48. Shift personnel cannot work as a unit.
49. After major disturbance, funds for improvements sometimes follow.
50. Lack of accountability for decision-making.
51. Threat of a disturbance.
52. Staff training decreases.
53. Labor/management conflicts.
54. Lack of legislative support.

Consequences of Poor Security - December 1994

1. Increase in riots.
2. Public safety is jeopardized.
3. Poor staff management.
4. Increased cost to the taxpayer.
5. Increased risk of escapes.
6. Provides unsafe environment for staff and inmates.
7. Increased crime in the facility.
8. Increased risk of assaults and deaths.
9. Lowers staff morale.
10. Decreases control of contraband.
11. Promotes bad press.
12. Increases risk of lawsuits.
13. More protective custody requests / segregations.
14. Increased gang activity.
15. Poor inmate programming and classification.
16. Staff sick leave and overtime rises.

17. Increased staff turnover.
18. No teamwork.
19. Creates more work for management.
20. Increased medical costs.
21. Increased escape attempts and successful escapes.
22. Increased assaults, disturbances, crises.
23. Increased contraband.
24. Low staff morale.
25. Decreased safety, increased accidents.
26. Less time for positive changes.
27. Increased incidents of vandalism / theft.
28. Increased lawsuits.
29. Loss of control.
30. Provides opportunity for negative media attention.
31. Decreased funding resources.
32. Increased staff gossiping.
33. Community and public intervention.
34. Increased disciplinary reports.
35. Decreased staff efficiency.
36. Increased central office intervention.
37. Decreased focus on changing inmate behavior.
38. Increased crisis management.
39. Increased training concerns.
40. Creates an atmosphere for disturbances.

41. Decreased respect for staff.
42. Loss of mission.
43. Decreased protection for citizens.
44. Communication disparity.
45. Increased stress level among inmates and staff.
46. Necessitates more staff hours and overtime.