A CONSTANT COMMITMENT TO ENHANCED SAFETY AND SECURITY
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INTRODUCTION AND CHAPTER 1

Philosophy of Security

High Standards

At Corrections Corporation of America (CCA), a commitment to safety and security guides our philosophy, business model and daily operations. Ensuring the safety and well-being of our employees, inmates in our care and residents of the communities we serve is a key priority. At CCA, we are proud of the security reputation and safety record we have earned and maintained through our 25 years of service.

Many reputable corrections systems do business with CCA – federal, state and local. Our customers include the Federal Bureau of Prisons, the United States Marshals Service, the Bureau of Immigration and Customs Enforcement, nearly half of all states and many local communities throughout the country.

In achieving safety and security, CCA upholds by our own high operational standards as well as federal, state, city and county guidelines, institutional policies, industry best practices and national accreditation standards set by the American Correctional Association (ACA). CCA facilities are routinely audited by fire, health and building inspectors, and an additional safeguard is integrated through our own annual internal audits. These combined factors set a high expectation of safety and security that CCA continues to implement and incorporate seamlessly in facilities from state to state, coast to coast.

Privatization and Accountability: One in the Same at CCA

As a corrections management company that owns and operates prisons, jails and detention facilities, CCA abides by rigorous requirements that consistently measure and monitor our operations. This high level of scrutiny provides built-in accountability that some note is more transparent than the public sector. A study in the Harvard Law Review titled “A Tale of Two Systems: Cost, Quality, and Accountability in Private Prisons” (2002) concluded that “there are many reasons to believe that private prisons are more accountable than public prisons, both because of heightened legal and market accountability for private firms and because accountability in the public sector is so limited (1891).” As a feature of our private status, CCA does not take for granted our customers or the communities we serve. We strive for excellence, improvement and innovation, welcoming information-sharing and accountability at each step.

Part of achieving excellence is being committed to the high standards and comprehensive accreditation process of the American Correctional Association (ACA). According to Accredited Facilities and Programs 2001, only 10 percent of publicly-managed facilities are ACA-accredited, compared to 44 percent of privately-managed facilities.
In his 2003 review of privatization of prisons, Matthew Mitchell revealed that while many state departments of correction were under a court order to improve facility conditions, “not a single private prison has ever been placed under a court order for unsatisfactory conditions” (4).

Moreover, research on private prisons has shown that quality care, custody and control are not sacrificed for cost savings (Harvard Review 2003; Segal and Moore 2002). In a review of cost, quality and accountability of private prisons, a Harvard Law Review study concluded that “none of the more rigorous [private prison] studies finds quality at private prisons lower than quality at public prisons on average.” Segal and Moore’s (2002) quasi meta-analysis of 28 comparative studies of cost and quality in public and privately managed correctional facilities corroborated the finding that private prisons do not result in reduced quality or compromised security.

Interestingly, privatization can positively affect the quality of public prisons as well. Segal and Moore (2002) posited that privatization of corrections improves quality and cost management of public corrections systems. The authors suggest that this affect may be attributed to “a fear of being privatized themselves, [or] from pride in showing they can compete, or from being held to a comparison by higher authorities (2).” Private corrections management, then, introduces a spirit of competition into the marketplace that simultaneously motivates public correctional systems to improve, while presenting needed solutions to agencies dealing with a variety of correctional issues.

For our customers, CCA offers correctional solutions of comparable and, oftentimes, higher quality than those offered by the public sphere, all at a competitive premium. CCA specializes in achieving cost-effectiveness while maintaining accountability that begins openly, at the start of a prospective relationship with the public sector. CCA works with the public correctional system to determine the types of services needed, responding to Requests for Information (RFI) or Requests for Qualification (RFQ) and producing comprehensive Requests for Proposal (RFP). Moreover, CCA works collaboratively with the full-time contract monitors oftentimes assigned by the partnering agency to measure actual performance against contract requirements. CCA contracts are also accountable in that government customers may cancel them if standards are not met.
CHAPTER 2

A Safety Record We Stand By

Zero Tolerance

As part of our commitment to safety and security, CCA has a zero tolerance policy. This means that there is no threshold for incidents that compromise the safety and security of employees, inmates or residents of communities where facilities are located. We strive to have zero incidents.

To this end, we first address safety and security proactively, responding reactively only when necessary. This priority is fundamentally shaped by “mind over matter,” in understanding risk and assessing conditions, populations and situations, and employing measures that are strategic and tactically developed. CCA’s security and safety philosophy is derived from long-standing and innovative correctional best practices, contract-specific policies and national accreditation standards set by the American Correctional Association (ACA), as well as the company’s own time-honored expertise. In fact, nearly 90 percent of CCA’s more than 65 operating facilities have met the ACA’s exacting accreditation standards, with an average score of 99.3 percent. Thus, CCA’s safety and security principles are fashioned into practice through organizational measures, intensive training and state-of-the-art hardware.

Proper, intensive and ongoing training equips CCA’s correctional staff with the knowledge required to protect the surrounding community, inmates and each other. CCA’s correctional officers understand that their roles mean more than just performing requisite checks on a shift; they are ambassadors of safety and security, instilled with pride and commitment in their pivotal roles. They are responsible for securing housing units, controlling inmate movements, performing perimeter checks, supervising inmates, reporting and documenting incidents, and resolving conflicts. Facility correctional staff are taught to evaluate situations and manage risk from a broad perspective, one that not only reactively responds to immediate concerns, but rather comprehensively and continuously exercises risk management with the community, the customer, the facility and inmates in mind.

However, sometimes incidents do occur; this is a regrettable reality of the nature of corrections. Such occurrences happen in correctional facilities of all types, both public and private. In the business of rehabilitating offenders, we deal with individuals representing a variety of backgrounds, personalities and issues that, unfortunately, sometimes coalesce in unproductive ways and lead to incidents. When incidents do occur, CCA is highly responsive, taking immediate action to diffuse activity and to ensure the safety of staff and inmates. We debrief comprehensively, review the full scope of the incident and take appropriate action to prevent or minimize the likelihood of any future similar occurrence.
Safety Record

As a corrections management provider, CCA is sometimes the target of negative campaigns by anti-privatization groups that misrepresent our safety record, misreport incidents and present unbalanced and unofficial reports. Oftentimes, such anti-privatization grassroots groups rely on anecdotal information and flawed methodology to develop biased reports and studies that make broad and negative conclusions about the private sector’s safety and operational performance. The reality is that there is no official source for nationwide incident data, and current efforts to report such may be based on hearsay and outdated information.

Previously, the most reliable source for nationwide incident data was The Corrections Yearbook, which compiled a range of data on offender demographics, costs, incidents, capacity and related information for both public and private facilities. Even this purportedly comprehensive source depended on various agencies providing timely and accurate data, so published information was only as reliable as the responding agencies’ individual tracking of information and adherence to publication deadlines. The Corrections Yearbook ceased publication in 2003. Now the most accurate means of compiling information on incidents is individually contacting each private and public corrections provider – and even then each has varying definitions, qualifiers and terms relating to incident-specific information, which makes consistent information-gathering efforts challenging, at best.

CCA is proud of our security and safety record, which, in several tracked categories in minimum-, medium- and maximum-security prisons is exceptional. For example, our escape rate – 0.828 per 10,000 inmates – is significantly lower than the national average of publicly managed prisons.
CHAPTER 3

Training: The Backbone of Safety and Security

Training is an integral part of professionalism at CCA. Training equips staff to perform their duties in an engaged manner that puts best practices into action. CCA devotes significant time, planning and resources to providing all facility staff with the knowledge, skills and tools necessary to achieve and maintain safe and secure operations. Through development opportunities and refresher courses, CCA security staff possess the confidence and pride to perform beyond the requisite call of duty. CCA approaches training through a range of disciplinary approaches that collectively prepare staff philosophically, in understanding the priority of safety and security, and practically, in successfully carrying out such duties. Our training includes:

- Pre-Service Training
  - Standard 40-Hour Pre-Service Training for all facility employees
  - 160-Hour Correctional Officer Basic Training
- In-Service Training
  - Held annually for all facility employees
- Incident Management Process Training
- Incident Management Team Exercise Design

Pre-Service Training

CCA’s Pre-Service Training sets the tone for the level of excellence that defines the professionalism of facility staff. All categories of personnel – clerical/support, professional specialists, security/correctional officers, administrative and managerial employees, contract staff and volunteers – receive training that meets and frequently exceeds the exacting requirements set forth by the American Correctional Association (ACA).

CCA believes that training continuously refines staff abilities and, in turn, strengthens safety and security companywide. Our commitment to quality training is characterized by our staffing structure, which features representation at the corporate, regional and facility level. At CCA, training is guided by:

- A Corporate Director of Staff Development and Training
- A Division Training Manager assigned to each of CCA’s Business Units
- A Training Manager at each CCA facility

Our organization ensures program integrity, consistency and compliance with training standards. This is reinforced by our 40-hour Pre-Service Training, which provides a comprehensive overview of many security and safety, general administrative and operational topics.
CCA’s 40-Hour Pre-Service Training

Based on ACA standards, CCA policy and contract requirements, curriculum includes:

- ACA Accreditation
- CCA Overview
- Communicable Diseases and Infection Control
- Criminal Justice System, Legal Issues and Inmate Rights
- Emergency Procedures/Incident Management Overview
- Health Insurance Portability and Accountability Act of 1996 (HIPAA)
- Hostage Situations
- Human Resources Management
- Information Security
- Inmate Management
- Inmate Manipulation
- Institutional Safety
- Medical and Psychiatric Referral
- Policy and Procedure Overview
- Prison Rape Eliminate Act (PREA)
- Professionalism and Ethics
- Sexual Harassment
- Suicide Intervention and Prevention
- Tool and Key Control
- True Colors/Team Building
- Use of Force
**Correctional Officer Basic Training**

CCA’s correctional officers complete additional pre-service training beyond the initial 40-hour installment required of all facility employees. This training, focused on safety and security objectives of critical importance to frontline staff, is completed during correctional officers’ first year of employment. Emphases include communication strategies, non-lethal tools usage, standard security protocol and more.

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**160-Hour Correctional Officer Basic Training**

Based on ACA standards, CCA policy and contract requirements, curriculum includes:

- ACA Accreditation
- Chemical/Inflammatory Agents Familiarization
- Count Procedures
- Crime Scene Procedures
- Crisis Communication
- Cultural Awareness
- Defensive Tactics
- Direct Supervision
- First Aid/CPR
- Inmate Problem Solving
- Interpersonal Communication
- Non-Violent Crisis Prevention and Intervention (CPI)
- Policies, Procedures and Post Orders
- Radio Communications
- Report Writing
- Searches and Contraband Control
- Security Procedures and Security Threat Groups
- Security Systems
- Stress Management
- Substance Abuse
- Transportation of Inmates
- Unit Management and Direct Supervision
- Use of Restraints
In-Service Training

Annual in-service training serves as a review for CCA facility employees. Here, they revisit concepts presented during pre-service training and have the opportunity to take advantage of enhanced career development offerings. In-service training, then, includes 40 hours of beneficial professional lessons, including:

• Training that meets standards set by CCA, ACA and the customer contract, concentrating on CPR, firearms and self-defense for applicable staff
• Back-to-Basics Training, highlighting incident prevention and post-incident review
• E-learning courses and on-the-job training for professional specialist, administrative and management employees

Incident Management Process Training

CCA’s Incident Management Process Training does exactly what the name states – manages emergency situations and curtails the rapid escalation of incidents. Our incident management training program, developed through a partnership with the Center for Preparedness and Training (CPTI) in Denver, Colorado, and adapted from the Incident Command System used by the Federal Emergency Management Agency (FEMA), was specifically developed for the corrections industry.

This system:

• Provides enhanced control over crisis situations
• Streamlines internal and external communication among facility staff, other CCA facilities and external emergency management agencies
• Reduces the threat of injury to personnel and inmates
• Limits structural damages
• Raises employee morale and boosts confidence

CCA has reinforced Incident Management Process Training with a supplemental training component, Incident Management Team (IMT) Exercise Design, structured for senior-level and supervisory security staff. In this three-day training, wardens, assistant wardens, chiefs of security, chiefs of unit management and other management-level facility staff focus on exercise design, which includes:

• Reviewing basic IMT principles
• Learning exercise design training principles
• Executing training exercises
• Studying command and control, communication and emergency public information functions
CHAPTER 4

Special Forces: Security in Action

While correctional officers are trained to respond appropriately to anticipated risk as well as unexpected security violations, CCA recognizes that certain critical situations demand a level of especially refined expertise. With specially trained and highly disciplined teams recruited to handle critical situations that go beyond the normal call of correctional duty, CCA facilities are consistently staffed with professionals ready to respond to at a moment’s notice.

CCA facility management thoroughly scrutinizes members of these elite teams charged with providing safety and security at the highest level. They are assessed for personal preparedness and professional commitment.

These teams include:

- Special Operations Response Teams (SORT)
  - Regional SORT Concept
  - Facility SORT Teams
- Rapid Response Teams (RRT)
- Emergency Preparedness Teams (ERT)
- K-9 Units
- Critical Incident Stress Management Teams

Special Operations Response Team (SORT)

Overview

SORT teams are highly-trained groups skilled in addressing critical, high-risk situations, natural disasters, search and rescue operations, and security at local events. They are distinguished for their ability to resolve escalations in a coordinated, systematic manner. These teams, comprised of 12-24 members, regularly train to maintain decisive plans of action in responding to disturbances and mass movement projects.

SORT teams are specially trained to use “mind over matter” in de-escalating situations, using CCA’s “talk down, rather than take down” philosophy. They approach situations analytically and use their authority positively, judiciously and sparingly. Communications skills and crisis prevention techniques aimed at problem resolution at the frontline level and de-escalating potentially volatile situations before a physical altercation or confrontation occurs are hallmarks of the SORT approach.

SORT History

SORT teams are an outgrowth of the 1971 Attica prison riot in New York that ended in 43 deaths and $2 million in property damage. Numerous lawsuits resulted from the Attica riots, challenging prison conditions and the authorities’ response to the incident. Prison officials began seeking highly trained strike teams, modeled after police SWAT teams and military commando units, such as the Army Green Beret Special Forces and Navy SEAL Teams, to respond to emergency situations.

Since then, SORT teams have enhanced safety for prison employees, inmates and residents in the local area. The unity of command is established by the warden and is filtered through the chief of security, SORT team commander, assistant commander, captains and team members. In characteristic CCA fashion, responsibilities are carried out through a team effort.
Regional SORT Concept

CCA SORT teams stand ready to protect their home facility or be deployed to a neighboring facility at a moment's notice. CCAs' regional SORT concept features:

- Regional SORT Commanders
  - Oversee the entire SORT program from training to execution and directly communicate with wardens to assist with any tactical, SORT equipment and team performance issues
- Regional response groups
  - Able to respond to each other within a six-hour drive
- Regional training groups
  - Train together quarterly and are able to respond to each other within an eight-hour drive

Facility SORT Teams

Generally, CCA facility SORT Teams have 10 members. Several CCA facilities are located in remote areas that require that they have a larger SORT team, comprised of 15 members, including a commander, assistant commander, two squad leaders and 11 team members.

Rapid Response Teams (RRT)

Rapid Response Teams complement SORT Teams, assisting them in high-risk situations. Like SORT teams, they are responsible for addressing critical situations, such as potentially dangerous transports of offenders and rescuing hostages at CCA facilities. Though RRTs stress using non-lethal methods, they are also trained to use lethal measures judiciously, if necessary.

RRT members come from a selective and competitive applicant pool, generally comprised of existing SORT team members who have at least two years of tactical team experience. RRTs undergo intensive five-day, boot camp-style training at Camp Gruber Maneuver Training Center in Muskogee, Oklahoma, which includes:

- Firearms competence
- Non-lethal methods proficiency
- Entry tactics
- Physical conditioning (including passing a test of physical endurance and strength that features a 300-meter sprint, push-ups, sit-ups and a half-mile run)

Emergency Preparedness Teams

Unexpected threats can manifest at even the best-managed correctional centers. CCAs' Emergency Preparedness Teams control and contain situations before a facility's safety and security is compromised.

Correctional staff, guided by the facility Emergency Preparedness Team, also regularly participate in mock drills to enact emergency situations, such as fire, hazardous material/chemical spill, bomb threat, escape, hostage takeover, natural disaster, medical emergency, evacuations, employee work stoppage, inclement weather and food strike. Staff members representing a variety of experience levels and job responsibilities engage in these drills as critical players in ensuring a swift, proper response.
K-9 Units

CCA’s K-9 Units feature prominently in the safety and security infrastructure, safeguarding our employees and inmates, and the community.

CCA has established a kennel, which houses 12 K-9s that are either in training for narcotics detection or awaiting placement in a CCA facility. CCA’s K-9 program taps into an often-forgotten resource – unwanted and abandoned dogs that have been placed in animal control facilities and humane societies.

With more than 30 K-9 teams now patrolling facilities, CCA operations has benefited from the additional security and detection capabilities of K-9 detection. Lucy, Diamondback Correctional Facility’s (DCF) award-winning narcotics detection K-9, was the first ‘free’ dog in the updated K-9 program. Proving her true worth, Lucy has assisted in or directly recovered more than 4.58 ounces of narcotics, won awards at K-9 trials and seminars, and garnered numerous certifications through various K-9 courses.

K-9s are trained to detect marijuana, cocaine, methamphetamines and heroin through building, vehicle and people searches during a one- to two-month training program. With new kennels, facilities can receive a new or replacement dog with limited notice.

Critical Incident Stress Management (CISM) Team

Corrections can be a stressful field. Difficult inmates, critical facility incidents and even personal trauma can put a strain on the emotional well-being and morale of facility staff. Unaddressed stress and trauma can have the unintended consequence of jeopardized operational efficiency. That’s where the CISM team steps in.

The CISM team was established in 1998 to safeguard the emotional well-being of staff members who have experienced a crisis or stressful event. The team encourages post-event communication and introduces stress management techniques. The CISM team is comprised of experienced CCA employees educated and/or trained in corrections and/or mental health, who:

• Provide post-crisis incident stress management, a specialized emergency intervention, sometimes called “emotional first aid.”
• Travel around the country conducting individual and group debriefing sessions.
• Listen to staff feelings and concerns.
• Share information on stress management and provide emotional support.
• Normalize employee feelings.
• Follow up on employee recovery.

The CISM team may also refer an employee for further counseling through the company’s employee assistance program (EAP).

CISM team members are trained through the International Critical Incident Stress Foundation, Inc. for a minimum of four days – two days of basic and two days of advanced training. Training sessions include:

• Crisis communication techniques
• Psychological reactions to crisis and trauma
• Common problems encountered with individuals in crisis
• Individual crisis intervention and peer support
• Suicide prevention
• Post-intervention strategies

From its modest, one-member beginnings, the CISM team has grown to a team of eight. Demand for the service continues to grow as employees gain greater confidence in the program.
CHAPTER 5

Methodology for Proactive Operational Security

CCA recognizes that maintaining a safe and secure environment means more than being responsive when danger strikes; it means being proactive in daily activities. CCA is guided by a safety and security philosophy that is integrated into our methodology for proactive operational security, which is achieved through the following:

• Security Threat Group
• Intensive Supervision Units
• Suicide Prevention Program
• Medical Special Housing Units
• Unit Management
• Direct Supervision
• Mock Drills
• Incident Command System
• Involvement of Local Law Enforcement Agencies
• Inmate and Staff Emergency Hotlines

Security Threat Group (STG)

Correctional facilities can be a breeding ground for the group-think and faction-making that characterize gangs. Inmates who have been gang members often bring their allegiances with them upon incarceration; others yield to peer pressure and the desire for protection once confined. The signs of such negative associations can be subtle, covert and imperceptible to the untrained eye, but CCA's Security Threat Group (STG) specializes in detecting the nuances of gang activity.

With zero tolerance for gang membership, CCA's STG, under the supervision of a STG director, is trained to identify, monitor and track gang members. When an inmate enters a CCA facility, the security threat group coordinator – a designated facility staff member responsible for managing gang intelligence, activities and investigations – conducts a thorough interview to identify possible gang membership warning signs.

Identifying features can include instant communication with other known gang members inside the facility and gang-culture tattoos, which may clearly spell out the name of a gang or be a symbol representative of the gang. If identified as a possible gang member, the inmate is photographed, entered into a database and closely monitored. Being aware of the inmate's affiliations, possible threats and enemies ensures that the inmate receives an appropriate housing assignment, programming and level of monitoring.

CCAs approach to suppressing gang activity includes targeted monitoring of known or suspected gang members. This intelligence-based surveillance demands that staff know about unique gang features, such as being a known gang member, having a gang-related tattoo, communicating by using gang signs or such hand gestures, or possessing gang-related materials. Correctional staff must continually monitor the pulse of the facility environment, listening for chatter or subtle shifts in the inmate climate that could forewarn gang activity.
**Intensive Supervision Units**

One method of addressing gangs is Intensive Supervision Units (ISUs). ISUs provide a restrictive and structured housing unit for inmates who have demonstrated behavioral problems, such as negative or violent behavior, including association with or activity relating to gangs.

ISUs are structured in a four-month, four-phase format, with each phase lasting approximately four weeks. Inmates are guided through a curriculum focusing on self-improvement and change. Each phase is designed to modify inmate behavior, with courses such as "Building the Motivation to Change" in Phase I and "Errors in Logic and Thinking" in Phase IV. ISU inmates also participate in various personal development classes on topics such as parenting, anger management and life skills.

While ISUs positively seek to change inmate thought and behavior, this type of supervised unit is indisputably an aversion technique. ISU inmates have few or no privileges. As inmates complete each level, they are incrementally permitted increased privileges that may include recreation time, limited use of a radio, TV or other electronics, or access to commissary items. If inmates commit a disciplinary action within 120 days of graduation, they must re-enter the program.

At Cimarron Correctional Facility, ISU graduates exhibit a lower rate of disciplinary actions. Cimarron tracks ISU inmates for 12 months upon release from the ISU program. In May 2007, only 44 percent of former ISU inmates living in general population for 12 months received a disciplinary action, compared to 86 percent of inmates in general population who received disciplinary actions but had not been in ISU.
Suicide Prevention Program

CCA has zero tolerance for inmate suicides. In keeping with that theme, CCA launched “Be a Hero, Keep it at Zero,” a company-wide suicide prevention program, in 2006. The initiative builds on CCA’s existing policies, which for years have resulted in suicide rates below the national prison average, and is a significant development that also incorporates national industry best practices. All inmates and employees are educated about CCA’s suicide prevention program.

CCA’s Suicide Prevention Policy and program are overseen by a Suicide Prevention Coordinator at each facility who maintains overall responsibility for ongoing facility planning, implementation, management, training and accountability. The awareness program features staff-level suicide information and wallet-sized warning sign cards, informational posters for inmates and a suicide prevention video that shows real, unscripted stories from CCA staff about their experiences with inmate suicide and its devastating effects.

Lindsay Hayes, regarded as the leading suicide prevention and awareness consultant in the corrections industry, with 30 years of experience, is the Project Director of the National Center on Institutions and Alternatives in Mansfield, Mass. He has helped CCA develop a suicide prevention model based on the newest best practices. CCA piloted the suicide prevention program at several of its jails and launched the program companywide in 2006. Hayes said that while suicide prevention plans often vary from state to state and from facility to facility, the significance of CCA’s suicide prevention model is its ability to bring consistently high levels of recognition and communication to CCA’s facilities nationwide.

All officers and staff are trained in suicide warning signs, knowing how to identify at-risk inmates and making all inmates and families aware of how to get help. All CCA correctional centers also have increased mental health and multidisciplinary team involvement for mentally ill inmates, especially those who have previously attempted suicide. Finally, a mental health assessment is part of standard pre-segregation evaluation, so staff members assess any pre-existing issues prior to placing an inmate in segregation, which can especially be a time for increased suicide risk.

CCA staff are trained to be aware of suicide warning signs in general but also taught about times when suicides are more likely to occur, such as the holidays. At some CCA facilities where there is a higher risk for suicide, such as jails or detention centers, Medical Special Housing Units (MSHUs) provide increased oversight of at-risk inmates.

Correctional officers can recommend that an inmate be moved into the MSHU. Based on a history of documented incidents or behavioral indicators, MSHU placement may be determined as an appropriate prevention or intervention method for identified inmates.

MSHUs also house special needs inmates who cannot effectively function in the general population for various reasons, such as mental health conditions or physical disabilities. MSHU employees receive training on working with inmates under special circumstances, including extensive training on suicide risk reduction. In MSHUs, consistency is fundamental to fostering communication between inmates and staff; the same team of extensively trained staff works with the inmate 24-7.

When it occurs, suicide has devastating effects across the CCA continuum, for all levels of staff as well as inmates and their families. With a zero tolerance goal, CCA’s proactive approach on this sensitive issue is based on building awareness through education, drills, planning and dialogue. For CCA, suicide prevention is a company priority and employee responsibility.
Unit Management

Unit management is a centerpiece of CCA's commitment to company-wide operational consistency and continuity. Through unit management, CCA standardizes operational security by carrying out our philosophy of "walking and talking," which means spending time with and among the inmate population, rather than distantly and intermittently patrolling them. CCA is unique in that this approach is a feature of standard CCA operations rather than a recommended management approach.

Unit management emphasizes proactive and positive communication between staff and inmates. The approach accomplishes several goals:

1) Staff becomes cognizant of the normal tempo of individual and collective inmate behaviors.
2) Staff can identify changes in behaviors before they impact facility security.
3) Staff effectively monitor and prevent inmate suicides, suppress gang activity, and expand inmate intelligence about assaults or other incidents, which all reduce facility tension and promote a safer environment for staff and inmates.

Unit management compartmentalizes facility into smaller, more manageable housing units, decentralizes responsibility and authority to the frontline level, and provides staff the opportunity to de-escalate and solve problems. Using multidisciplinary teams, the staff develops a thorough knowledge of inmates and the housing unit, which guides decisions about custody and care. This approach benefits inmates and employees by providing opportunities for cross-training and professional development.

Unit management focuses on developing corrections professionals skilled in the overall operations of a correctional facility. Staff in the unit management environment support one another and develop a broad base of experience that helps them think creatively, solve problems analytically and become better leaders generally.

Direct Supervision

With direct supervision, correctional officers are posted within inmate housing units rather than in a remote location or intermittently patrolling an area. Direct supervision is the core of unit management in philosophy and practice.

Unit management correctional officers are familiar with the operation of assigned units and its inmates. They set and reinforce expectations for inmate behavior, and immediately address issues at the frontline level. Direct supervision promotes communications, reduces tension and suppresses conflicts.

Direct supervision was viewed with fear and skepticism when first introduced in correctional facilities 25 years ago. However, direct supervision has been found to promote a better controlled, less violent and safer environment for staff and inmates. A study of the behavior of inmates in many jails that adopted the direct supervision model found that negative inmate behavior decreased in 51 of 70 categories. A report by the National Institute of Corrections found that direct supervision facilities appear to cost less or the same to build and operate as indirect supervision facilities, and require less or the same level of staffing.

Used together, unit management and direct supervision offer valuable opportunities to enhance operations, create a safer and more secure environment for staff and inmates, and provide employees further opportunities for career development and advancement. Direct supervision is a team-guided approach to facility management, through which unit managers, case managers, correctional counselors and correctional officers handle day-to-day issues, inmate cases, sanitation, and safety and security, which provides streamlined operational uniformity.
Mock Drills

CCA corrections staff regularly enact emergency situations that prepare them in the event of a real-life crisis. Staff members participate in mock drills to respond appropriately to a variety of situations, such as fire, hazardous material/chemical spill, bomb threat, escape, hostage takeover, natural disaster, medical emergency, partial and total evacuations, employee work stoppage, inclement weather and food strike. Drills are tailored according to the type of emergency indicated.

Staff members representing a variety of levels and responsibilities are engaged as critical players in ensuring a swift, proper response. Our comprehensive approach includes not only correctional officers, but other corrections staff with specialized duties, such as Incident Commander, Operations Section Chief, Logistics Section Chief, Safety Officer, Public Information Officer and others.

Drill training also uniformly engages all facility staff and, in some instances, the broader law enforcement and emergency communities. CCA achieves emergency preparedness through ongoing, regular drills, which include:

- Annual full-scale mock emergency drill, which enacts different scenarios, such as a riot, and engages all relevant community agencies, such as hospitals and local law enforcement.
- Quarterly functional mock emergency drill, which involves each shift enacting a response to a general security threat.
- Monthly institutional drill, which enacts a different scenario, such as fire, CPR or security breach, for each shift.

CCA also achieves emergency preparedness through a three-tiered emergency response system at each CCA facility. This system creates consistency in response and promotes professional development, as emergency team members receive specialized training and undertake assignments reflective thereof.
Incident Command System

The Incident Command System (ICS) ensures that all CCA facilities can handle emergency situations uniformly and effectively. Two teams are specially trained in the event of an ICS emergency:

- Emergency Response Team (ERT), with five team members on each shift trained to respond swiftly and efficiently in the event of an emergency.
- Special Operations Response Team (SORT), with team members highly trained in security prepared to engage the regional SORT, if necessary.

CCA’s emergency preparedness structure is based on federal standards. The ICS is a concept required by the National Incident Maintenance System, which is a part of the Federal Emergency Management Agency (FEMA) and the U.S. Department of Homeland Security.

The federal model helps ensure consistency and coordination with other agencies that use the ICS model. The result is a uniform system that encourages efficiency and communication within CCA facilities and with local, state and federal agencies as well.

CCA’s use of incident management process training principles also complements this effort. Developed specifically for the corrections industry through a partnership with the Center for Preparedness and Training (CPTI) in Denver, Colorado, and adapted from the ICS used by the Federal Emergency Management Agency (FEMA), these principles train front-line correctional staff learn to exercise control during crisis situations, streamline internal communication with facility staff and external communication with law enforcement agencies, reduce the threat of personal injury and limit structural damages.

Involvement of Local Law Enforcement Agencies

Wardens work proactively with local law enforcement authorities by providing additional support within the community and promoting mutual interaction. Wardens engage law enforcement agencies to ensure a seamless approach to resolving situations.

By implementing the Incident Management Team (IMT) process, CCA has established a common language with external emergency agencies and professionals, which has streamlined communication and helped develop consensus in emergency response roles.

Inmate and Staff Emergency Hotlines

CCA has made hotlines available for employees and inmates to report safety and security concerns.

Inmates may call the Inmate Concern Center at (877) 834-1550.

Employees may call the Employee Ethics and Compliance Hotline at (866) 757-4448.
CHAPTER 6

Methodology for Incidents

CCA treats violent occurrences and emergency situations with the seriousness they demand, from proactively working to prevent such instances to the effective and immediate management of them. Ultimately, our incident accounting process also demonstrates the same priority on consistency, transparency and cooperation with local, state and federal government and our customers as well.

Customer Reporting

When a CCA customer reports a concern regarding operational security or any related issue, we treat and address their concerns seriously. We investigate all concerns, engaging the customer and appropriate staff from all organizational levels. Our investigations are thorough and specific, and actionable outcomes, if applicable, are based on industry best practices.

Reporting standards and requirements are customer-specific and, thus, handled according to procedures and expectations outlined in such agreements. However, as a corrections management provider, CCA’s safety and security track record is supported by research that private facilities experience fewer escapes, inmate disturbances, riots and inmate deaths than some public facilities (Archambeault and Deis, 1996; Austin and Coventry, 2001; Moore, 1998; Urban Institute, 1989).

Internal Investigations at CCA

Effective internal investigations are a vital part of CCA’s Business Conduct Program. We are committed to maintaining a culture of compliance and ethics. To support this commitment, CCA’s internal investigations policy enforces company policies and procedures. CCA takes allegations of misconduct seriously, and effective internal investigations demonstrate our commitment to integrity. The policy also serves as an essential adjunct to internal reporting systems. Additionally, it protects CCA’s shareholder value by proactively addressing issues before they become legal violations or result in costly litigation.

CCA’s Internal Investigation Handbook provides a framework for escalating high-priority matters and step-by-step best practice guidance on conducting internal investigations. The handbook, which also includes forms or tools for each aspect of the investigative process, has been distributed to facility investigators and managers, and is widely available to staff electronically.
CHAPTER 7

Quality Assurance Standards

CCA’s high quality assurance standards promote companywide consistency and quality. We achieve a high level of excellence through internal and external audits, as well as adherence to American Correctional Association (ACA) standards. CCA is distinguished by our commitment to established industry best practices, our own internal benchmarks, standards set by our customers, local, state and federal requirements, and compliance with various public service providers.

American Correctional Association (ACA) Accreditation

CCA facilities accredited by the ACA must meet nearly 500 professional standards in all areas of facility operations, including security, food service, fire/safety, sanitation, maintenance, medical, education, recreation, visitation, mail, administration and other operational areas. The audit process promotes continuous problem identification and resolution, and adherence to its high standards is a daily function of facility life. An ACA audit is generally an onsite, week-long process, which comprehensively assesses facilities seeking initial accreditation and those seeking re-accreditation. Eighty-eight percent, or 57 of 65 operating CCA facilities, are ACA accredited with an average rating of 99.3 percent.

Internal CCA Audits

A formal assessment of the accreditation process is achieved through monitoring by CCA’s Quality Assurance Department. Corporate quality assurance staff, in conjunction with facility field staff who have specific areas of expertise, perform on-site mock audits. In addition, contracted audit staff with extensive experience as wardens/administrators and who have conducted audits for accrediting organizations are utilized as well.

Each facility is visited at least once per year by a corporate oversight audit team to review the maintenance of standards compliance in terms of documentation and operational practice. Accreditation audits by ACA take place every three years with status reports filed annually. Nearly 90 percent of CCA’s facilities in operation have received this recognition thus far. It is our goal for the majority of our remaining facilities, most of which are the newest in the CCA system, to go through the intensive ACA accreditation process. No other private firm – and few public agencies – equals this record.

CCA’s reporting system helps facilities see how they are doing in comparison to peer facilities, and how other facilities of similar size and operating demographics have responded to various challenges and opportunities. This not only links facilities with other institutions to share ideas and information but is also a tremendous driver of improvement.

External Audits and Inspections

CCA’s commitment to demonstrated excellence and accountability extend to our audits and inspections by external agencies, organizations and customers.

Customer audits are rated according to contract- and customer-specific indicators. As such, the definitions used, barometers set and parameters checked may differ from one facility to another, in terms of customer audit.

However, our facilities must maintain a high level of accountability in many areas, no matter the customer or contractual specifications. Our facilities regularly undergo a variety of other external audits, such as those by health inspectors, building inspectors, fire inspectors and others.

The goal for each of these new and different measures is to ensure that CCA is always in compliance with applicable standards, policies and procedures. Quality assurance outcomes provide a valuable, objective analysis of performance and constructively identify areas for improvement. The quality assurance process opens a gateway for internal communications and conversations about operations matters; feedback and support are productive and enriching byproducts of the process.
CHAPTER 8

Design, Construction and Technology

CCA is innovative in the design, construction and technology of correctional facilities, which are physical manifestations of our safety and security philosophy. We employ strategic, state-of-the-art equipment in maintaining safety and security in our prisons, jails and detention centers.

CCA has now developed standardized security features, which tie architectural design to actual facility security functions. CCA’s Saguaro Correctional Center, which opened in June 2007, is the first CCA facility to feature the new standardized security prototype.

Features of our security by design include:

Computerized Central Control

Computerized central control enables a single switchboard connected facility-wide and operated by expertly trained staff to monitor and oversee all facility movements.

Inmate Management System 2 (IMS2)

IMS2, a revolutionary data collection and maintenance system, reduces paperwork and has streamlined information formerly handled manually, reducing administrative errors. IMS2 enhances record-keeping by providing a consistent, centralized, information-rich source for correctional officers and medical staff. With IMS2, staff can access inmate health and medical information, as well as inmate verification tools.

Available on a range of devices – desktop and laptop computers, personal digital assistants (PDAs), document scanners, and barcode scanners – IMS2 has reduced time spent performing paperwork-related tasks, redirecting more staff time to security duties and meaningful inmate interaction.

Metal Detectors

Metal detectors located at entry posts and in inmate living areas enable trained security staff to scan for and detect unauthorized contraband.

Smaller-Scale Recreation Yards

The incorporation of smaller recreation yards in new correctional design reduces inmate traffic in these areas and increases security oversight. Traditional recreation design has featured a single large yard that accommodated a majority of a facility’s inmate population at one time.

Stun Fences

Stun fences at CCA facilities serve as psychological and physical deterrents to negative inmate conduct and make boundary-crossing activities inherently unattractive.

Video Surveillance/Digital Video Recorders

Many CCA facilities have Pelco digital camera systems, which archive records for up to 120 days. This technology permits a thorough review of incidents and activities, and is specially reinforced to withstand any attempts at compromising them.

Video Visitation

Video visitation permits inmates to visit with friends and families via teleconferencing technology. This technology reduces physical contact, which limits opportunities for contraband to be introduced in facilities, while also sustaining inmates’ ties to family and friends.

This video conferencing technology also enables other activities, such as court appearances, legal consultations and doctor’s appointments, to be handled remotely in real time.

X-Ray

X-ray machines provide increased oversight for individuals and items entering and exiting CCA facilities. X-ray technology enhances monitoring of visitors, contractors and staff.
CONCLUSION

Safety and security are endemic to sound correctional management. Maintaining safety and security is more than a philosophy for CCA; it informs our practices and procedures. Our professional corrections staff, from frontline correctional officers to administrative security personnel, collectively upholds the expectations that these vital functions demand and the execution thereof.

For CCA, safety and security is a priority and an equalizer. We believe in keeping inmates safe. We believe in protecting the communities in which we operate. We believe in safeguarding employees through ongoing development and specialized training.

We believe in maintaining safety and security “The CCA Way.”

We utilize cost-effective, quality equipment and innovative methodologies. Our safety and security operations are guided by respect for our inmates, staff and communities, through which we build trust and loyalty as a responsible corporate citizen that values integrity. We are service-driven, providing our government partners and communities with professional services, achieved through teamwork, communication and accountability to the highest industry standards.