

PERFORMANCE AUDIT  
OF THE  
CARSON CITY CORRECTIONAL INSTITUTIONS:  
CARSON CITY CORRECTIONAL FACILITY AND  
CARSON CITY TEMPORARY FACILITY

DEPARTMENT OF CORRECTIONS

January 1998

47-219-97

## EXECUTIVE DIGEST

# CARSON CITY CORRECTIONAL INSTITUTIONS

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### INTRODUCTION

This report, issued in January 1998, contains the results of our performance audit\* of the Carson City Correctional Institutions (CCCI), Department of Corrections (DOC).

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### AUDIT PURPOSE

This performance audit was conducted as part of the constitutional responsibility of the Office of the Auditor General. Performance audits are conducted on a priority basis related to the potential for improving effectiveness\* and efficiency\*.

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### BACKGROUND

CCCI includes the Carson City Correctional Facility (CCCF) and the Carson City Temporary Facility (CCTF). One warden serves as the chief administrative officer for both facilities.

The mission\* of the facilities is to protect society by providing a secure setting for prisoners. CCCF opened in 1989 and has a prisoner capacity of 1,224. CCCF houses minimum security, medium security, and close security male prisoners. CCTF opened in 1987 and has a prisoner capacity of 960. CCTF houses medium security male prisoners.

For fiscal year 1995-96, CCCI's operating expenditures were approximately \$36.4 million. As of August 31, 1997, CCCI had 577 employees.

\* See glossary on page 29 for definition.

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AUDIT OBJECTIVES,  
CONCLUSIONS, AND  
NOTEWORTHY  
ACCOMPLISHMENTS

**Audit Objective:** To assess the effectiveness of CCCI's safety and security operations.

**Conclusion:** We concluded that CCCI's safety and security operations were generally effective. However, we noted reportable conditions\* related to tool control, prisoner shakedowns\* and cell searches\*, key security, gate manifests\*, weapons qualifications, and accounting for visitors (Findings 1 through 6).

**Audit Objective:** To assess the effectiveness and efficiency of CCCI's prisoner care and maintenance operations.

**Conclusion:** We concluded that CCCI's prisoner care and maintenance operations were generally effective and efficient. However, we noted reportable conditions related to preventive maintenance, physical plant inspections, housekeeping and sanitation inspections, and the community liaison committee (Findings 7 through 10).

**Noteworthy Accomplishments:** CCCI has been accredited by the Commission on Accreditation for Corrections of the American Correctional Association.

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AUDIT SCOPE AND  
METHODOLOGY

Our audit scope was to examine the program and other records of the Carson City Correctional Institutions. Our audit was conducted in accordance with *Government Auditing Standards* issued by the Comptroller General of the United States and, accordingly, included such tests of the records and such other auditing procedures as we considered necessary in the circumstances.

\* See glossary on page 29 for definition.

Our methodology included the testing of records primarily covering the period October 1, 1994 through August 31, 1997. Our methodology also included a preliminary survey of CCCI's operations. This included discussions with facility staff and review of applicable policy directives and procedures, reports, and other reference material to gain an understanding of facility activities and to form a basis for selecting certain operations for audit. We analyzed safety and security, prisoner care, and maintenance operations for compliance with applicable policies and procedures and overall program effectiveness.

Also, we surveyed certain individuals and businesses requesting input regarding their association with CCCI (see supplemental information).

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**AGENCY RESPONSES  
AND PRIOR AUDIT  
FOLLOW-UP**

Our report contains 10 findings and corresponding recommendations. CCCI agrees with the findings and will comply or has taken steps to comply with all the recommendations.

CCCI had complied with all 3 of the prior audit recommendations included within the scope of our current audit.

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Mr. Kenneth L. McGinnis, Director  
Department of Corrections  
Grandview Plaza  
Lansing, Michigan

Dear Mr. McGinnis:

This is our report on the performance audit of the Carson City Correctional Institutions, Department of Corrections.

This report contains our executive digest; description of agency; audit objectives, scope, and methodology and agency responses and prior audit follow-up; comments, findings, recommendations, and agency preliminary responses; a description of survey and summary of survey responses, presented as supplemental information; and a glossary of acronyms and terms.

Our comments, findings, and recommendations are organized by audit objective. The agency preliminary responses were taken from the agency's responses subsequent to our audit fieldwork. The *Michigan Compiled Laws* and administrative procedures require that the audited agency develop a formal response within 60 days after release of the audit report.

We appreciate the courtesy and cooperation extended to us during this audit.

AUDITOR GENERAL

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## Description of Agency

The Carson City Correctional Institutions (CCCI) include the Carson City Correctional Facility (CCCF) and the Carson City Temporary Facility (CCTF). These facilities are under the jurisdiction of the Department of Corrections. One warden serves as the chief administrative officer for both facilities. Other shared services include: business management, mailroom, personnel, training, warehouse services, and fire safety.

The mission of the facilities is to protect society by providing a secure setting for prisoners. CCCF opened in 1989 and has a prisoner capacity of 1,224. CCCF houses minimum security, medium security, and close security male prisoners. CCTF opened in 1987 and has a prisoner capacity of 960. CCTF houses medium security male prisoners. The security perimeter of the facilities is protected by two electronically monitored chain link fences.

The facilities provide programs to prisoners that include academic/vocational education, counseling and substance abuse programs, psychological counseling, hobbycrafts, recreation, and special activities. Prisoners are also given an opportunity to work at the facilities to earn money for personal needs and to develop good work habits. A correctional industries garment factory offers prisoner work experience at CCTF.

For fiscal year 1995-96, CCCI's operating expenditures were approximately \$36.4 million. As of August 31, 1997, CCCI had 577 employees.

## Audit Objectives, Scope, and Methodology and Agency Responses and Prior Audit Follow-Up

### Audit Objectives

Our performance audit of the Carson City Correctional Institutions (CCCI), Department of Corrections (DOC), had the following objectives:

1. To assess the effectiveness of CCCI's safety and security operations.
  
2. To assess the effectiveness and efficiency of CCCI's prisoner care and maintenance operations.

### Audit Scope

Our audit scope was to examine the program and other records of the Carson City Correctional Institutions. Our audit was conducted in accordance with *Government Auditing Standards* issued by the Comptroller General of the United States and, accordingly, included such tests of the records and such other auditing procedures as we considered necessary in the circumstances.

### Audit Methodology

Our audit procedures were performed between May and September 1997 and included the testing of records primarily covering the period October 1, 1994 through August 31, 1997. We conducted a preliminary survey of CCCI's operations. This included discussions with facility staff regarding their functions and responsibilities; tests of program records; and a review of DOC policy directives, DOC procedures, and CCCI operating procedures to gain an understanding of facility activities and to form a basis for selecting certain operations for audit. In addition, we reviewed the community liaison committee meeting minutes and analyzed the Commission on Accreditation for Corrections evaluation reports. Also, we surveyed certain individuals and businesses requesting input regarding their association with CCCI (see supplemental information).

To assess the effectiveness of CCCI's safety and security operations, we analyzed safety and security activities for compliance with applicable policies and procedures and overall program effectiveness. We also conducted tests of records related to firearm inventories, firearm qualifications, searches of employees, and prisoner shakedowns

and cell searches. On a test basis, we inventoried critical and dangerous tools. In addition, we reviewed the procedures to account for visitors by examining entries in the visitor sign-in logbook.

To assess the effectiveness and efficiency of CCCI's prisoner care and maintenance operations, we reviewed procedures and conducted tests of records related to fire safety activities, preventive maintenance programs, emergency electrical backup tests, and housekeeping and sanitation inspections. We also tested food service records and procedures related to Statewide menus, production, and quality evaluations. In addition, we analyzed prisoner store financial information and reviewed controls for prisoner funds and prisoner store operations.

#### Agency Responses and Prior Audit Follow-Up

Our report contains 10 findings and corresponding recommendations. CCCI agrees with the findings and will comply or has taken steps to comply with all the recommendations.

The agency preliminary response which follows each recommendation in our report was taken from the agency's written comments and oral discussion subsequent to our audit fieldwork. Section 18.1462 of the *Michigan Compiled Laws* and Department of Management and Budget Administrative Guide procedure 1280.02 require DOC to develop a formal response to our audit findings and recommendations within 60 days after release of the audit report.

CCCI had complied with all 3 of the prior audit recommendations included within the scope of our current audit.

# COMMENTS, FINDINGS, RECOMMENDATIONS, AND AGENCY PRELIMINARY RESPONSES

## SAFETY AND SECURITY OPERATIONS

### COMMENT

**Background:** The Carson City Correctional Institutions (CCCI) operate under the policy directives established by the Department of Corrections (DOC) as well as CCCI operating procedures, which are developed internally. The security perimeter is protected by two electronically monitored chain link fences and is patrolled by response vehicles. Procedures have been implemented to ensure the security of tools, keys, and firearms. CCCI staff conduct periodic searches of prisoners, their cells, and CCCI employees for contraband\* . Visitors entering the facilities must go through a metal detector and are subject to search by CCCI staff.

**Audit Objective:** To assess the effectiveness of CCCI's safety and security operations.

**Conclusion:** We concluded that CCCI's safety and security operations were generally effective. However, we noted reportable conditions related to tool control, prisoner shakedowns and cell searches, key security, gate manifests, weapons qualifications, and accounting for visitors.

### FINDING

#### 1. Tool Control

CCCI did not effectively monitor its inventory of critical and dangerous tools used by staff and prisoners.

DOC policy and facility procedures require that the tool control officer maintain a master inventory list of tools and establish limits for tools for each work area, receive and mark all tools for identification, complete monthly tool inspections and an annual tool audit, and perform weekly inspections of culinary implements. DOC

\* See glossary on page 29 for definition.

policy and facility procedures also require that work area supervisors complete and submit weekly tool inventory reports to the tool control officer.

The Carson City Correctional Facility (CCCF) and the Carson City Temporary Facility (CCTF) each have a tool control officer. Our review of the tool control process disclosed:

- a. The tool control officers at both facilities had not established limits for critical and dangerous tools assigned to work areas.
- b. Employees other than the tool control officers were receiving and numbering tools and adding tools to the master inventory lists at both facilities. We noted that the tool control officer at CCCF did not have an updated inventory list for 2 (33.3%) of the 6 work areas included in our sample review.
- c. CCCF weekly tool reports for critical and dangerous tools were not always submitted to the tool control officer. We noted that 89 (12.9%) of 690 required tool reports were not submitted for the period January through May 1997.
- d. The tool control officer at CCCF had not conducted monthly tool inspections or weekly culinary implement inspections for the period January through July 1997.
- e. Employees other than the tool control officer had completed the annual audit of tools for 1996 at CCCF. The audit was completed by employees directly responsible for daily control of the tools for their work areas.

Because of the tool control weaknesses, CCCI did not have assurance that critical and dangerous tools were properly controlled. Without this assurance, the safety and security of staff and prisoners may be jeopardized.

### **RECOMMENDATION**

We recommend that CCCI effectively monitor its inventory of critical and dangerous tools used by staff and prisoners.

## **AGENCY PRELIMINARY RESPONSE**

CCCI agrees with the recommendation and has taken steps to establish tool limits for each work area. CCCI will also ensure that all new or replacement tools are sent to the tool control officers for numbering and inventory updating purposes. A monthly audit check sheet will be developed and utilized by the tool control officers to ensure weekly tool reports are received from all work areas. As a part of the other normal inspections made by the tool control officers, a plan for monthly tool inspections and weekly culinary inspections will be developed and adhered to. Finally, only the tool control officers will conduct annual tool audits at CCCI.

## **FINDING**

### **2. Prisoner Shakedowns and Cell Searches**

CCCI did not ensure that custody officers\* and housing unit officers\* performed the required number of prisoner shakedowns and cell searches.

DOC policy and facility procedures require that each custody officer with prisoner contact perform five prisoner shakedowns per day. Also, all housing unit officers are required to perform a minimum of three cell searches per day as well as ensure that all cells are searched at least once a month. These searches are necessary to help ensure that any prisoner contraband is detected to provide for the safety and security of staff and other prisoners.

Our review of prisoner shakedown and cell search activity logs disclosed:

- a. CCCF custody officers for school and yard details did not complete 655 (52.8%) of the required 1,240 shakedowns in August 1997. Also, 61.3% of the custody officers on these details in August 1997 did not complete the minimum of 5 shakedowns on their assigned shifts. We also noted that 29.8% of the custody officers on yard details at CCTF in August 1997 had not completed the minimum of 5 shakedowns on their assigned shifts.

\* See glossary on page 29 for definition.

- b. CCCI housing unit officers did not complete 129 (17.4%) of 741 required cell searches for 3 housing units for a three-week period in July 1997. Also, CCCI housing unit officers had not performed searches of 8 cells in 3 housing units in July 1997.

Without the required searches of prisoners and their belongings, CCCI management lacks a high level of assurance as to the detection of all contraband and the safety and security of staff and prisoners.

### **RECOMMENDATION**

We recommend that CCCI ensure that custody officers and housing unit officers perform the required number of prisoner shakedowns and cell searches.

### **AGENCY PRELIMINARY RESPONSE**

CCCI agrees with the recommendation and will comply by developing a monthly audit sheet to ensure that prisoner shakedowns and cell searches are performed and documented.

### **FINDING**

#### **3. Key Security**

CCCI did not have effective inventory controls to ensure accountability for its security keys, key blanks, and padlocks.

DOC policy requires that security keys, key blanks, and padlocks be physically inventoried each January and July. In addition to fulfilling this requirement, assigning inventory duties to staff who do not have responsibility for these items would increase inventory effectiveness.

Our review disclosed:

- a. CCTF did not have documentation that physical inventories of security keys were performed in 1996.
- b. CCCI did not perform any physical inventories of key blanks during 1996 and 1997.

- c. CCCI did not perform a physical inventory of padlocks at the appropriate intervals as required by DOC policy. During 1996 and 1997, one physical inventory of padlocks was performed each year. The inventories were performed by staff who had direct responsibility for the padlocks rather than employees independent of that responsibility.

Without the completion and documentation of all required security key and padlock inventories, CCCI lacks assurance that all keys and padlocks are properly accounted for.

### **RECOMMENDATION**

We recommend that CCCI establish effective inventory controls to ensure accountability for its security keys, key blanks, and padlocks.

### **AGENCY PRELIMINARY RESPONSE**

CCCI agrees with the recommendation and will comply by implementing a formalized schedule to ensure that physical inventories of keys, key blanks, and padlocks are performed and documented on a regular basis as required. In addition, CCCI will ensure that physical inventories of padlocks are conducted by someone other than staff who have direct responsibility for the padlocks.

### **FINDING**

#### **4. Gate Manifests**

CCCI did not effectively monitor gate manifests to ensure that the movement of critical and dangerous items into and out of the facilities was properly controlled.

CCCI operating procedures require gate manifests to include a complete description of the items transported and to contain an authorized approval. The procedures also require that items be inspected by a gate officer and that a verification be made of items returned through the gate.

Our review of 257 gate manifests for the month of July 1997 disclosed:

- a. None of the 89 manifests, which included items to be returned through the gates, contained documentation that this occurred. As a result, CCCI had no assurance that the items were actually removed from the facilities.
- b. Manifests were not always fully completed. Twenty-one manifests were missing the gate officer's signature, and 4 manifests were not dated. As a result, CCCI did not have complete documentation for inspections made by gate officers.
- c. CCCI did not use a numbering system for its manifests. Without a numbering system, the facilities could not account for all gate manifests and, as a result, could not verify that all critical and dangerous items were removed from the facilities.

Failure to effectively monitor gate manifests could result in critical and dangerous items being left inside the facilities.

### **RECOMMENDATION**

We recommend that CCCI effectively monitor gate manifests to ensure that the movement of critical and dangerous items into and out of the facilities is properly controlled.

### **AGENCY PRELIMINARY RESPONSE**

CCCI agrees with the recommendation and has taken steps to comply by establishing a process to document that items to be returned through the gates were actually returned. CCCI has also taken steps to ensure appropriate supervisory review of manifest forms to ensure that they are fully and accurately completed. CCCI has also complied by developing a numbering system for gate manifests.

## **FINDING**

### **5. Weapons Qualifications**

CCCI did not ensure that all custody officers were properly qualified in the use of weapons required for their positions.

DOC policy and facility operating procedures require that various custody officers qualify in the use of a shotgun, rifle, or handgun. Qualifications are required for custody officers who may be assigned to the emergency response unit, perimeter security, gun tower, and off-site prisoner transportation details. Custody officers must annually requalify in the use of the weapons required for their positions.

Our review of custody officer training records and assignments for July 1997 disclosed:

- a. Eleven of 381 custody officers had not received the proper qualification in the use of a required weapon. In 7 cases, the officer had not obtained the qualification in the use of a required weapon. In 4 cases, the qualification of a custody officer for a required weapon had expired and the officer had not requalified.
- b. For 969 assignments in July 1997 that required the use of a weapon, 22 of the assignments were made to officers who had not obtained the proper qualification in the use of required weapons. We noted that 1 officer had been assigned as an emergency response unit squad leader for a total of 3 shifts without the required handgun qualification. We also noted that 2 officers had been assigned as emergency response unit platoon leaders for a total of 19 shifts during which their required handgun qualifications were expired.

Proper weapons qualifications are essential to help ensure the safety and security of staff and prisoners.

## **RECOMMENDATION**

We recommend that CCCI ensure that all custody officers are properly qualified in the use of weapons required for their positions.

## **AGENCY PRELIMINARY RESPONSE**

CCCI agrees with the recommendation and will comply by verifying the qualifications of staff before assigning them to positions requiring potential use of weapons.

## **FINDING**

### **6. Accounting for Visitors**

CCCI did not ensure that all departing visitors signed out or document that visitors who failed to sign out had, in fact, left the facility.

To help safeguard and account for visitors, DOC policy and facility procedures require visitors to sign a logbook when they enter and leave the facility. However, facility procedures did not require custody officers to document the results of their follow-up when a visitor failed to sign out at the end of the day.

We reviewed the CCCF logbook for August 1997 for visitors conducting business in the facility and noted that 238 visitors had signed in when entering. Of the 238 visitors, 34 did not sign out and documentation did not exist to indicate that custody officers had determined that the visitors had left the facility. Although we found no evidence indicating that the visitors had remained, all determinations of departures by custody officers should be documented in the logbook.

Without documentation of the status of visitors who did not sign out, CCCI would, in the event of an emergency, find it difficult to determine the whereabouts and safety of such visitors.

## **RECOMMENDATION**

We recommend that CCCI ensure that departing visitors sign out or document that visitors who fail to sign out have, in fact, left the facility.

## **AGENCY PRELIMINARY RESPONSE**

CCCI agrees with the recommendation and will comply by having all visitors sign out as they leave the facility or document in the visitor record that they have left facility property.

## PRISONER CARE AND MAINTENANCE OPERATIONS

### COMMENT

**Background:** CCCI has developed procedures for prisoner care and maintenance operations. These operations include prisoner store and benefit fund operations, preventive maintenance activities, periodic housekeeping and sanitation inspections, warehouse operations, food service activities, prisoner accounting, routine fire safety, and the community liaison committee.

**Audit Objective:** To assess the effectiveness and efficiency of CCCI's prisoner care and maintenance operations.

**Conclusion:** We concluded that CCCI's prisoner care and maintenance operations were generally effective and efficient. However, we noted reportable conditions related to preventive maintenance, physical plant inspections, housekeeping and sanitation inspections, and the community liaison committee.

**Noteworthy Accomplishments:** CCCI has been accredited by the Commission on Accreditation for Corrections of the American Correctional Association.

### FINDING

#### 7. Preventive Maintenance Plan

CCCI had not developed a comprehensive written preventive maintenance plan and submitted it to DOC for approval.

DOC policy provides that each facility shall develop a written preventive maintenance plan and submit it to the Physical Plant Division in the DOC central office for approval. The plan is to be designed to provide economical use of all equipment and to ensure that all equipment will operate effectively during emergency situations. Also, the plan must include regularly scheduled inspections and maintenance tasks for 11 areas.

CCCI staff informed us that the facility operating procedure for maintenance was the written plan for preventive maintenance, but it had not been submitted to DOC for approval. Our review of this operating procedure disclosed that it included inspections and maintenance tasks for heating and electrical equipment and

systems. However, the procedure did not include inspections and maintenance tasks for other required areas, including plumbing systems, refrigeration systems, security systems, and food service equipment.

Although we did not note any maintenance problems at the facilities, there will be an increased need for an effective preventive maintenance program as the facilities age. Without the development and monitoring of a comprehensive preventive maintenance plan, CCCI lacks assurance that its facilities and equipment will operate effectively and efficiently.

### **RECOMMENDATION**

We recommend that CCCI develop a comprehensive written preventive maintenance plan and submit it to DOC for approval.

### **AGENCY PRELIMINARY RESPONSE**

CCCI agrees with the recommendation and will comply by upgrading the preventive maintenance plan to include the areas noted in the report. CCCI will submit the plan to DOC for approval.

### **FINDING**

#### **8. Physical Plant Inspections**

The warden did not ensure that annual physical plant inspection reports were properly completed and submitted.

DOC policy requires that the physical plant supervisor conduct an annual inspection of all buildings to determine needed repairs and submit a report to the warden. The policy provides that the areas to be inspected include concrete and cement work, brickwork and structural tile, wall and floor tile units, waterproofing, metal work, roofing, flooring, woodwork, painting, and fences.

Our review disclosed:

- a. CCTF maintenance section staff did not document physical plant inspections. Staff informed us that they conducted monthly inspections of all buildings, but they had not issued reports to the warden to document inspection findings.

- b. CCCF maintenance section staff did not submit inspection reports to the warden. Staff informed us that they conducted monthly inspections of all buildings; however, reports prepared to document the inspection findings were not forwarded to the warden. We noted that the reports completed by CCCF staff during our audit period did not disclose any significant structural or system deficiencies.

Without documentation of inspections and submission of reports to the warden, CCCI lacks assurance that physical plant inspections were properly completed and reviewed.

### **RECOMMENDATION**

We recommend that the warden ensure that annual physical plant inspection reports are properly completed and submitted.

### **AGENCY PRELIMINARY RESPONSE**

CCCI agrees with the recommendation and will comply by ensuring that physical plant inspections are documented and forwarded to the Business Manager and Warden for review on a monthly basis.

### **FINDING**

#### **9. Housekeeping and Sanitation Inspections**

CCCI did not ensure that all required housekeeping and sanitation inspections were completed and properly documented.

CCCI operating procedures require that qualified staff perform formal weekly inspections of each activity area and submit inspection reports to the fire safety officer. The procedures also require that administrative staff perform informal inspections of each activity area on either a daily or weekly basis and document the inspections in the logbooks for the activity areas.

Our review disclosed:

- a. Staff had not submitted 51 (7.7%) of 660 required weekly inspection reports for various activity areas for the period January through May 1997. Eleven of

the 51 reports not submitted were for the CCCF food service and health care activity areas.

- b. Administrative staff had not documented in the logbooks 25 (21.7%) of 115 required inspections of 2 housing units for April 1997.

Without the timely completion and documentation of required inspections, CCCI cannot be assured that the facilities maintain effective housekeeping and sanitation practices.

### **RECOMMENDATION**

We recommend that CCCI ensure that all required housekeeping and sanitation inspections are completed and properly documented.

### **AGENCY PRELIMINARY RESPONSE**

CCCI agrees with the recommendation and has taken steps to comply by establishing checklists to ensure that all appropriate areas submit required inspection reports. Supervisory staff will be assigned to monitor compliance.

### **FINDING**

#### **10. Community Liaison Committee**

The CCCI Community Liaison Committee membership was not sufficient to ensure that a broad base of local interests was addressed.

DOC policy states that the community liaison committee shall include as broad a representation of local residents and key community leaders as possible. The committee is to provide a system of communication between correctional facilities and the local community for relaying DOC goals and policies, receiving and responding to community concerns and ideas, and disseminating and gathering useful information.

The CCCI Community Liaison Committee included only 6 community members. A test review of 5 community liaison committees of other correctional facilities within DOC disclosed that membership ranged from 12 to 21 community members.

In addition, in response to our CCCI survey, some local residents expressed concerns involving communication between the facilities and the community that the CCI Committee may need to address at its meetings.

Without sufficient local interest representation on the community liaison committee, facility programs can be adversely affected by the lack of public understanding and support.

**RECOMMENDATION**

We recommend that CCCI increase the membership on its Community Liaison Committee to help ensure that a broad base of local interests is addressed.

**AGENCY PRELIMINARY RESPONSE**

CCCI agrees with the recommendation and will comply by canvassing current members and community leaders for perspective new members.

## SUPPLEMENTAL INFORMATION

## Description of Survey

We developed a survey requesting input from certain area individuals and businesses regarding their association with the Carson City Correctional Institutions.

We mailed this survey to 50 individuals and businesses and received 26 responses. A review of the responses indicated that most respondents were either highly or somewhat satisfied with the facility administration. Also, the responses indicated that public concerns are generally addressed in a timely manner. However, there were some concerns identified involving communication between the facilities and the community. Some responses indicated a need to notify the community of any problems or emergency situations related to the facilities. We provided a summary of this information to the warden.

**CARSON CITY CORRECTIONAL INSTITUTIONS**  
**Carson City Correctional Facility and Carson City Temporary Facility**  
**Department of Corrections**  
**Summary of Survey Responses**

1. How would you rate your satisfaction with the frequency of contacts between you/your organization and Carson City Correctional Institutions?

Highly Satisfied	Somewhat Satisfied	Somewhat Dissatisfied	Dissatisfied	No Opinion
13	5	1	2	5

2. How satisfied are you with how management of the Carson City Correctional Institutions has addressed your individual concerns?

Highly Satisfied	Somewhat Satisfied	Somewhat Dissatisfied	Dissatisfied	No Opinion
13	3	2	1	7

3. How satisfied are you with the timeliness in which your individual concerns are addressed by the Carson City Correctional Institutions?

Highly Satisfied	Somewhat Satisfied	Somewhat Dissatisfied	Dissatisfied	No Opinion
12	5	0	0	9

4. How satisfied are you with the Carson City Correctional Institutions' process to notify the community of any problems or emergency situations related to the facilities?

Highly Satisfied	Somewhat Satisfied	Somewhat Dissatisfied	Dissatisfied	No Opinion
10	8	2	3	3

5. Do you have any specific safety or security concerns that have not been addressed by facility personnel?

<u>No</u>	<u>Yes</u>
25	1

6. If you had an occasion to visit the facilities, were you satisfied with the security provided to you while at the facilities?

<u>Highly Satisfied</u>	<u>Somewhat Satisfied</u>	<u>Somewhat Dissatisfied</u>	<u>Dissatisfied</u>	<u>No Opinion</u>
17	2	0	1	6

7. Overall, how satisfied are you with the extent of communication between the facilities and the community?

<u>Highly Satisfied</u>	<u>Somewhat Satisfied</u>	<u>Somewhat Dissatisfied</u>	<u>Dissatisfied</u>	<u>No Opinion</u>
11	9	3	1	2

## Glossary of Acronyms and Terms

CCCF	Carson City Correctional Facility.
CCCI	Carson City Correctional Institutions.
CCTF	Carson City Temporary Facility.
cell search	The act of going through a prisoner's cell and belongings looking for contraband.
contraband	Property which is not allowed on facility grounds or in visiting rooms by State law, rule, or DOC policy. For prisoners, this includes any property which they are not specifically authorized to possess, authorized property in excessive amounts, or authorized property which has been altered without permission.
custody officers	Corrections officers who do not work in a housing unit. These officers are assigned to the prison yard, school, control center, visiting room, bubble (central point of entry into and exit from the facility), etc.
DOC	Department of Corrections.
effectiveness	Program success in achieving mission and goals.
efficiency	Achieving the most outputs and outcomes practical for the amount of resources applied or minimizing the amount of resources required to attain a certain level of outputs or outcomes.
gate manifest	A record used to control materials and supplies entering and leaving the facility through the front gates and sallyport.

<b>housing unit officers</b>	Corrections officers who work in the housing units.
<b>mission</b>	The agency's main purpose or the reason the agency was established.
<b>performance audit</b>	An economy and efficiency audit or a program audit that is designed to provide an independent assessment of the performance of a governmental entity, program, activity, or function to improve public accountability and to facilitate decision making by parties responsible for overseeing or initiating corrective action.
<b>reportable condition</b>	A matter coming to the auditor's attention that, in his/her judgment, should be communicated because it represents either an opportunity for improvement or a significant deficiency in management's ability to operate a program in an effective and efficient manner.
<b>shakedown</b>	The act of searching a prisoner, an employee, or a visitor to ensure that he/she does not have any contraband in his/her possession.