

PERFORMANCE AUDIT  
OF THE  
THUMB CORRECTIONAL FACILITY AND CAMP TUSCOLA  
DEPARTMENT OF CORRECTIONS

December 1999

## EXECUTIVE DIGEST

# THUMB CORRECTIONAL FACILITY AND CAMP TUSCOLA

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### INTRODUCTION

This report, issued in December 1999, contains the results of our performance audit\* of the Thumb Correctional Facility (TCF) and Camp Tuscola (CT), 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

TCF, located in Lapeer County, and CT, located in Tuscola County, are under the jurisdiction of DOC. The warden is appointed by the DOC director.

The primary goal of the facilities is to protect the public by providing a safe, secure, and humane environment for staff and prisoners. TCF, which opened in October 1987, is a medium\* and close security\* (levels II and IV) facility for males, with a capacity of 1,016 prisoners. Prisoners are housed two to a cell within a secured, fenced perimeter that includes motion detection systems, two gun towers, and an armed response vehicle. CT, which was

\* See glossary at end of report for definition.

placed under the jurisdiction of TCF in August 1997, has a capacity of 260 minimum security\* (level I) male prisoners. CT has two sites that are less than one mile apart and each site is within a fenced perimeter.

For fiscal year 1997-98, TCF and CT operating expenditures were approximately \$18.3 million and \$4.0 million, respectively. As of May 31, 1999, TCF and CT had 327 and 62 employees, respectively.

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**AUDIT OBJECTIVES  
AND CONCLUSIONS**

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

**Conclusion:** We concluded that TCF's and CT's safety and security operations were generally effective in preventing escapes and protecting employees and prisoners from serious injury. However, we noted reportable conditions\* related to weapons qualifications and prisoner shakedowns\* and cell searches\* (Findings 1 and 2).

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

**Conclusion:** We concluded that TCF's and CT's prisoner care and maintenance operations were generally effective. However, we noted reportable conditions related to fire safety and physical plant inspections, the disaster management plan, prisoner store operations, and the revolving fund inventory (Findings 3 through 6).

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**AUDIT SCOPE AND  
METHODOLOGY**

Our audit scope was to examine the program and other records of the Thumb Correctional Facility and Camp

\* See glossary at end of report for definition.

Tuscola. 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.

Our audit procedures included examination of TCF and CT records and activities for the period January 1997 through May 1999. Our audit methodology included a preliminary review of TCF and CT operations. This included discussions with various TCF and CT staff regarding their functions and responsibilities and a review of program records, DOC policy directives, and TCF and CT operating procedures. To gain an understanding of TCF and CT activities and to form a basis for selecting certain operations for audit, we conducted tests of records related to safety and security, prison operations, prisoner care, and maintenance activities for compliance with applicable policies and procedures and for effectiveness. In addition, we developed a survey requesting input from area residents and businesses regarding their association with the facilities.

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

Our audit report includes 6 findings and 6 corresponding recommendations. TCF agreed with all of the findings and informed us that it either has complied or will comply with the recommendations.

TCF complied with 6 of the 7 prior audit recommendations included within the scope of our current audit. The other recommendation is repeated in this report.

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Mr. Bill Martin, Director  
Department of Corrections  
Grandview Plaza  
Lansing, Michigan

Dear Mr. Martin:

This is our report on the performance audit of the Thumb Correctional Facility and Camp Tuscola, 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; 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 Thumb Correctional Facility (TCF), located in Lapeer County, and Camp Tuscola (CT), located in Tuscola County, are under the jurisdiction of the Department of Corrections (DOC). The warden, who is the chief administrative officer for these facilities, is a classified State employee under the State's civil service system. The warden is appointed by the DOC director.

The two facilities share a records office, personnel office, and training office. The deputy warden oversees security, housing, prisoner programs, and camp operations. The administrative officer oversees the business office, physical plant, warehouse, and food service operations.

The primary goal of the facilities is to protect the public by providing a safe, secure, and humane environment for staff and prisoners. TCF, which opened in October 1987, is a medium and close security (levels II and IV) facility for males, with a capacity of 1,016 prisoners. Prisoners are housed two to a cell within a secured, fenced perimeter that includes motion detection systems, two gun towers, and an armed response vehicle. CT, which was placed under the jurisdiction of TCF in August 1997, has a capacity of 260 minimum security (level I) male prisoners. CT has two sites (Main and Annex) that are less than one mile apart and each site is within a fenced perimeter.

For fiscal year 1997-98, TCF and CT operating expenditures were approximately \$18.3 million and \$4.0 million, respectively. As of May 31, 1999, TCF and CT had 327 and 62 employees, respectively.

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

### Audit Objectives

Our performance audit of the Thumb Correctional Facility (TCF) and Camp Tuscola (CT), Department of Corrections (DOC), had the following objectives:

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

### Audit Scope

Our audit scope was to examine the program and other records of the Thumb Correctional Facility and Camp Tuscola. 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 conducted during the period March through May 1999 and included examination of TCF and CT records and activities for the period January 1997 through May 1999.

To establish our audit objectives and to gain an understanding of TCF and CT activities, we conducted a preliminary review of TCF and CT operations. This included discussions with various TCF and CT staff regarding their functions and responsibilities and a review of program records, DOC policy directives, and TCF and CT operating procedures. To gain an understanding of TCF and CT activities and to form a basis for selecting certain operations for audit, we conducted tests of records related to safety and security, prison operations, prisoner care, and maintenance activities for compliance with applicable policies and procedures and for effectiveness.

To assess the effectiveness of TCF's and CT's safety and security operations, we conducted tests of records related to firearms inventories and employee firearm

qualifications at TCF. We also examined records related to prisoner and cell searches and employee searches. On a test basis, we inventoried keys and critical and dangerous tools. In addition, we reviewed visitor safety, telephone monitoring systems, and documentation of items taken into and out of the facilities.

To assess the effectiveness of TCF and CT prisoner and maintenance operations, we conducted tests of records and reviewed preventive maintenance, disaster management, inventory controls, fire safety procedures, emergency back-up tests, food service operations, prisoner care, and cash receipts. In addition, we analyzed prisoner store financial information and inventory controls and reviewed controls over the prisoner funds accounting system.

In addition, we developed a survey (see supplemental information) requesting input from area residents and businesses regarding their association with the facilities.

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

Our audit report includes 6 findings and 6 corresponding recommendations. TCF agreed with all of the findings and informed us that it either has complied or will comply with 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.

TCF complied with 6 of the 7 prior audit recommendations included within the scope of our current audit. The other recommendation is repeated in this report.

# COMMENTS, FINDINGS, RECOMMENDATIONS, AND AGENCY PRELIMINARY RESPONSES

## SAFETY AND SECURITY OPERATIONS

### COMMENT

**Background:** Thumb Correctional Facility (TCF) and Camp Tuscola (CT) operate under the policy directives established by the Department of Corrections (DOC) operating procedures which are developed at each facility. TCF and CT are responsible for providing a safe, secure, and humane environment for staff and prisoners. TCF operates within a secured, electronically monitored, triple fenced perimeter that includes two gun towers with perimeter patrols by an armed response vehicle. CT is a minimum security prison camp with two sites less than one mile apart. Each site is within a fenced perimeter. DOC policies and local operating procedures have been implemented to help ensure the security of keys, tools, and firearms. TCF and CT staff conduct periodic searches of prisoners, housing units, and prisoner belongings to detect contraband\* . All visitors must register when entering the facilities and are subject to a search. DOC policy provides for the periodic random searches of employees entering and exiting the facilities.

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

**Conclusion:** We concluded that TCF's and CT's safety and security operations were generally effective in preventing escapes and protecting employees and prisoners from serious injury. However, we noted reportable conditions related to weapons qualifications and prisoner shakedowns and cell searches.

\* See glossary at end of report for definition.

## **FINDING**

### 1. **Weapons Qualifications**

TCF did not establish controls to ensure that custody officers assigned to gun towers were annually recertified in the use of weapons required for their positions, as required by DOC policy.

DOC policy requires that various custody officers must be recertified annually in the use of handguns, shotguns, or rifles prior to the use of these weapons. Custody officers who may be assigned to a mobilization squad, emergency response team, gun tower, armed response vehicle, or to transportation detail must be annually recertified in the use of the weapons required for the assignments.

Our review of custody training records and work assignments for November and December 1998 disclosed that 37 (15.2%) of 244 tower assignments were filled by four custody officers whose rifle certification was expired.

Proper maintenance of weapons certifications for all assignments is essential to help ensure the safety and security of staff and prisoners.

## **RECOMMENDATION**

We recommend that TCF establish controls to ensure that custody officers assigned to gun towers are annually recertified in the use of weapons required for their positions, as required by DOC policy.

## **AGENCY PRELIMINARY RESPONSE**

TCF agreed and will comply. TCF training staff will more closely monitor the need to recertify staff in the use of weapons. Accurate and updated training reports will also be provided to the shift commanders by the training officer so they can quickly check and see if officers are qualified.

## **FINDING**

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

TCF did not ensure that housing unit officers performed and documented the required number of prisoner shakedowns and cell searches.

TCF operating procedure requires each housing unit officer to conduct five prisoner shakedowns and three cell searches per shift. Shakedowns and cell searches are to be recorded in the appropriate logbooks.

Our review of prisoner shakedown and cell search activity logs for one housing unit for January 1999 disclosed that housing unit officers did not document whether the required number of prisoner shakedowns and cell searches were performed during 267 (86.1%) of 310 assignments.

Without the required number of searches of prisoners and their property, TCF management lacks assurance regarding the detection and confiscation of contraband.

## **RECOMMENDATION**

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

## **AGENCY PRELIMINARY RESPONSE**

TCF agreed and informed us that it initiated corrective action in March 1999. TCF believes that the problem was mainly a documentation problem. TCF reminded staff of their responsibilities and established a monitoring system to ensure that the required number of shakedowns and searches are performed and documented.

## **PRISONER CARE AND MAINTENANCE OPERATIONS**

## **COMMENT**

**Background:** TCF and CT are responsible for providing a safe, secure, and humane environment for staff and prisoners. TCF and CT have developed procedures involving

preventive maintenance, disaster planning, fire safety, food service activities, power plant operations, prisoner accounting, and prisoner store operations.

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

**Conclusion:** We concluded that TCF's and CT's prisoner care and maintenance operations were generally effective. However, we noted reportable conditions related to fire safety and physical plant inspections, the disaster management plan, prisoner store operations, and the revolving fund inventory.

## **FINDING**

### 3. **Fire Safety and Physical Plant Inspections**

TCF did not ensure that required fire safety inspections and annual physical plant inspections were completed at TCF and CT.

DOC policy requires weekly fire safety inspections of all areas of the facility, weekly safety inspections of self-contained breathing apparatuses (SCBA), and annual physical plant inspections. Physical plant inspections include a review of the concrete and cement work, brickwork and structural tile, wall and floor tile units, waterproofing, metal work, flooring, woodwork, painting, and fences.

Our review of inspections disclosed:

- a. Twenty-two (20.0%) of 110 weekly fire safety inspections at CT were not completed from May 1998 through May 1999.
- b. Eighty-one (35.5%) of 228 weekly safety SCBA inspections at TCF were not completed from November 1997 through December 1998.
- c. The annual physical plant inspections at TCF and CT were not completed for 1997 and 1998.

Completion of required safety and physical plant inspections is necessary to detect and correct equipment and structural deficiencies in a timely manner. In addition,

these inspections may help TCF identify potential safety hazards to staff, visitors, and prisoners.

### **RECOMMENDATION**

We recommend that TCF ensure that required fire safety inspections and annual physical plant inspections are completed at TCF and CT.

### **AGENCY PRELIMINARY RESPONSE**

TCF agreed and will comply by increasing its efforts to ensure that all required inspections are conducted and reported. The fire safety officer will receive and review all equipment inspection sheets and fire safety reports monthly to ensure that they are being completed. Any noncompliance will be reported to the deputy warden for follow-up action. In addition, the physical plant manager will conduct a complete inspection of both TCF and CT each year and forward copies to the warden, deputy warden, and administrative officer.

### **FINDING**

#### **4. Disaster Management Plan**

TCF did not ensure that CT had developed a comprehensive disaster management plan.

DOC policy directives require the facility to develop a comprehensive disaster management plan. A disaster management plan is a compilation of operating procedures and other documentation that describes the immediate response and mitigation measures to be taken in the event of a disaster.

Our review of CT's disaster management plan disclosed that the plan did not contain the following documentation:

- a. A description of the hazards (flooding, hazardous materials incidents, etc.) to which the site is susceptible, the threats posed by the hazards, and the vulnerable population.

- b. A summary of how CT will respond to a disaster, including which day-to-day operations will continue, what special operations are utilized, security measures to be employed, and how and by whom a disaster alert can be terminated.
- c. A building map designating tornado shelter areas and capacity of those areas.
- d. A list of vital records to be protected in an emergency or disaster.
- e. Procedures for disaster types such as fire and explosion, tornado, hazardous materials incident, flood, bomb threat, utility emergency, civil disturbance, and enemy attack.

An integrated disaster management plan would help provide CT staff with specific guidance on how to better protect employees, prisoners, the general public, facility property, and the immediate environment when or if a disaster occurs.

### **RECOMMENDATION**

We recommend that TCF ensure that CT develops a comprehensive disaster management plan.

### **AGENCY PRELIMINARY RESPONSE**

TCF agreed and informed us that CT is in the process of creating this plan.

### **FINDING**

#### **5. Prisoner Store Operations**

TCF did not ensure that CT had effective controls over its prisoner store inventory.

DOC policy directive 04.02.130 states inventories shall be verified monthly by business office personnel who were not involved in the inventory count.

Our assessment of CT's prisoner store inventory controls disclosed:

- a. CT did not have adequate separation of duties. The employee responsible for store operations also performed monthly physical inventories.

Proper internal controls require that an employee who is independent of the prisoner store perform the monthly physical inventory count.

- b. CT did not resolve discrepancies in inventory counts. Immediately following the monthly physical inventory another employee recounted 20% of the items. However, CT does not verify this recount to the original count.

We compared monthly prisoner store inventory counts for January 1999, February 1999, and March 1999 to the respective recounts and noted that 16 (5.8%) of 275 items reviewed had differences which were not resolved.

Inventory discrepancies were not detected and resolved partly because the prisoner store is run by corrections officers who are not trained in store keeping functions. These employees must perform the store keeping functions in addition to their regular corrections officer duties.

Maintaining appropriate controls over store inventory is necessary to detect inventory shortages and initiate corrective measures in a timely manner. The importance of this control should have been heightened for CT. CT's own analysis of inventory sales disclosed potential discrepancies in inventory counts. For example, for January 1999, February 1999, and March 1999, CT's analysis showed possible inventory shortages (at retail) of \$550, \$3,691, and \$1,920, respectively.

### **RECOMMENDATION**

We recommend that TCF ensure that CT strengthens controls over its prisoner store inventory.

## **AGENCY PRELIMINARY RESPONSE**

TCF agreed and informed us that CT is taking steps to comply. CT has implemented silent shopping and will continue to strive to eliminate the problems identified at CT. Corrections officers are running the store rather than a trained storekeeper. A request to fill the storekeeper position will be submitted again. The business office has also developed an operating procedure for the store operations. Investigations occur when inventory count discrepancies occur and corrective action has been taken when feasible.

## **FINDING**

### **6. Revolving Fund Inventory**

TCF did not reconcile its revolving fund inventory records with Michigan Administrative Information Network (MAIN) reports.

On April 30, 1999, MAIN showed an inventory balance of \$324,300 and TCF inventory records showed a balance of \$230,200 for a difference of \$94,100. TCF has not reconciled its inventory records with the inventory balance shown on MAIN since September 30, 1994.

Even though TCF performed an annual physical inventory and reconciled it to TCF inventory records, TCF did not record adjusting entries on MAIN to reflect the actual physical inventory in the revolving inventory fund. Staff informed us that they performed a preliminary reconciliation as of September 30, 1998 but were not confident that it was accurate, so they did not record the adjusting entries.

Because TCF did not reconcile its inventory records with MAIN reports, it did not have assurance that its inventory value was accurately reported on MAIN. This is important because the State uses the amounts recorded on MAIN when reporting inventory values in the *State of Michigan Comprehensive Annual Financial Report*.

We noted the same weakness in our prior audit. TCF responded that implementation would be completed by September 30, 1993.

**RECOMMENDATION**

WE AGAIN RECOMMEND THAT TCF RECONCILE ITS REVOLVING FUND INVENTORY RECORDS WITH MAIN REPORTS.

**AGENCY PRELIMINARY RESPONSE**

TCF agreed and informed us that it is taking steps to comply. Reconciling the revolving fund inventory with the MAIN reports is nearly complete.

# SUPPLEMENTAL INFORMATION

## Description of Survey

We developed a survey requesting input from certain area individuals and businesses regarding their association with the Thumb Correctional Facility (TCF) and Camp Tuscola (CT).

We mailed surveys to 50 individuals and businesses located in the vicinity of TCF and received 17 responses. A review of these responses indicated that most respondents either had no opinion regarding TCF or were concerned about the use of the shooting range in the early hours of the morning. We referred these community concerns to the warden for follow-up and provided a summary of this survey information to the warden.

We also mailed surveys to 50 individuals located in the vicinity of CT and received 17 responses. A review of these responses indicated that most respondents were either highly satisfied or somewhat satisfied with the CT administration. We provided a summary of this survey information to the warden.

DEPARTMENT OF CORRECTIONS  
 Thumb Correctional Facility (TCF) and Camp Tuscola (CT)  
Summary of Survey Responses

Copies of Survey Distributed at Each Location: 50

TCF: Number of Responses 17      Response Rate 34%

CT: Number of Responses 17      Response Rate 34%

1. How would you rate your satisfaction with the frequency of contacts between you or your organization and the Thumb Correctional Facility or Camp Tuscola?

	Highly Satisfied	Somewhat Satisfied	Somewhat Dissatisfied	Highly Dissatisfied	No Opinion	No Answer
TCF:	<u>3</u>	<u>1</u>	<u>0</u>	<u>1</u>	<u>8</u>	<u>4</u>
	Highly Satisfied	Somewhat Satisfied	Somewhat Dissatisfied	Highly Dissatisfied	No Opinion	No Answer
CT:	<u>4</u>	<u>7</u>	<u>0</u>	<u>2</u>	<u>2</u>	<u>2</u>

2. How satisfied are you with how management of the Thumb Correctional Facility or Camp Tuscola has addressed your individual concerns?

	Highly Satisfied	Somewhat Satisfied	Somewhat Dissatisfied	Highly Dissatisfied	No Opinion	No Answer
TCF:	<u>3</u>	<u>1</u>	<u>0</u>	<u>1</u>	<u>9</u>	<u>3</u>
	Highly Satisfied	Somewhat Satisfied	Somewhat Dissatisfied	Highly Dissatisfied	No Opinion	No Answer
CT:	<u>4</u>	<u>7</u>	<u>0</u>	<u>1</u>	<u>4</u>	<u>1</u>

3. How satisfied are you with the timeliness in which your individual concerns are addressed by the Thumb Correctional Facility or Camp Tuscola?

	Highly Satisfied	Somewhat Satisfied	Somewhat Dissatisfied	Highly Dissatisfied	No Opinion	No Answer
TCF:	<u>2</u>	<u>2</u>	<u>0</u>	<u>0</u>	<u>10</u>	<u>3</u>
	Highly Satisfied	Somewhat Satisfied	Somewhat Dissatisfied	Highly Dissatisfied	No Opinion	No Answer
CT:	<u>4</u>	<u>4</u>	<u>2</u>	<u>0</u>	<u>6</u>	<u>1</u>

4. How satisfied are you with the Thumb Correctional Facility's or Camp Tuscola's process to notify the community of any problems or emergency situations related to the facility?

TCF:	<u>Highly Satisfied</u> 2	<u>Somewhat Satisfied</u> 1	<u>Somewhat Dissatisfied</u> 1	<u>Highly Dissatisfied</u> 2	<u>No Opinion</u> 6	<u>No Answer</u> 5
CT:	<u>Highly Satisfied</u> 3	<u>Somewhat Satisfied</u> 6	<u>Somewhat Dissatisfied</u> 1	<u>Highly Dissatisfied</u> 3	<u>No Opinion</u> 4	<u>No Answer</u> 0

5. Do you have any specific safety or security concerns that have not been addressed by Thumb Correctional Facility or Camp Tuscola personnel?

TCF:	Yes: 4	No: 10	No Answer: 3
CT:	Yes: 4	No: 12	No Answer: 1

6. If you visited the Thumb Correctional Facility or Camp Tuscola, were you satisfied with the security provided to you while at the facility?

TCF:	<u>Highly Satisfied</u> 5	<u>Somewhat Satisfied</u> 0	<u>Somewhat Dissatisfied</u> 0	<u>Highly Dissatisfied</u> 0	<u>No Opinion</u> 9	<u>No Answer</u> 3
CT:	<u>Highly Satisfied</u> 5	<u>Somewhat Satisfied</u> 3	<u>Somewhat Dissatisfied</u> 0	<u>Highly Dissatisfied</u> 0	<u>No Opinion</u> 4	<u>No Answer</u> 5

7. Overall, how satisfied are you with the extent of communication between the Thumb Correctional Facility or Camp Tuscola and the community?

TCF:	<u>Highly Satisfied</u> 2	<u>Somewhat Satisfied</u> 4	<u>Somewhat Dissatisfied</u> 2	<u>Highly Dissatisfied</u> 1	<u>No Opinion</u> 4	<u>No Answer</u> 4
CT:	<u>Highly Satisfied</u> 5	<u>Somewhat Satisfied</u> 5	<u>Somewhat Dissatisfied</u> 1	<u>Highly Dissatisfied</u> 3	<u>No Opinion</u> 2	<u>No Answer</u> 1

## Glossary of Acronyms and Terms

cell search	The act of going through a prisoner's cell and belongings looking for contraband.
close security (level IV)	A classification for prisoners who have a sentence of more than 60 months, can generally be managed in the general population of prisons and who have not shown a tendency to escape from close security.
contraband	Property which is not allowed on facility property 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.
CT	Camp Tuscola.
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.
MAIN	Michigan Administrative Information Network.
medium security (level II)	A classification for prisoners who generally have a longer sentence than do minimum security prisoners, who need more supervision but who are not likely to escape or who are not difficult to manage.

minimum security (level I)	A classification of prisoners who can live in facilities with a minimum amount of security. They are normally relatively near parole.
performance audit	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.
reportable condition	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.
SCBA	self-contained breathing apparatus.
shakedown	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.
TCF	Thumb Correctional Facility.