

LEMON CREEK JOURNAL

A full-page photograph of a soldier in desert camouflage gear, including a helmet, sunglasses, and a tactical vest. He is smiling and standing next to a tan military vehicle. The vehicle has a shield-shaped emblem with five stars on its side. The background shows a desert environment with a concrete wall and buildings under a clear sky.

INSIGHTS & IMAGES OF CORRECTIONS ON THE LAST FRONTIER,
LEMON CREEK CORRECTIONAL CENTER, JUNEAU, ALASKA

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VOLUME XVII



Volume XVII, Managing Risk

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To our readers:

The Lemon Creek Journal is a quarterly e-Publication of Lemon Creek Correctional Center, Juneau, Alaska. The Journal's mission is to inform, engage, and challenge Corrections professionals and the public to think critically about the challenges facing Alaska's correctional system. So that we can be more responsive to our readers, please share with us your impressions and suggestions by emailing the Editor at daryl.webster@alaska.gov.



OFFICER FRED DUGDALE

End of Watch

Lemon Creek Correctional Center is mourning the loss of Officer Fred Dugdale, who passed way on March 26, 2023, after a brief illness. Officer Dugdale began his service at Lemon Creek in 2011 and served with courage and faithfulness for over 11 years. For Fred Dugdale, no task was too great or too small, and he took it all in stride with his understated manner and droll sense of humor. Our hearts go out to his family and to his many friends and colleagues. He will be missed.

Forward to Volume XVII

Risk Management Issue

Life is a dangerous pursuit. This is more than just a picturesque turn of phrase, but the recognition that the very act of daily living carries with it the possibility of bad outcomes. Those outcomes don't have to be fatal. Most are just disappointing or inconvenient, some are significantly worse, but they're *bad*, so we try not to experience them. Corrections is a dangerous profession. The moment the shift begins and every hour that we perform our duties, danger surrounds us in many forms. We can't entirely eliminate it, given the nature of what we do and the people with whom we interact at Lemon Creek, but we can learn to live with danger and mitigate it by understanding the nature of risk and how risk can be managed.

"Risk" is the measure of danger, the likelihood that a bad outcome will occur, and it is a measure that you can tilt in your favor. In this issue of the Lemon Creek Journal, we explore how to manage risk. In the articles that follow, we will share with you the imperative of maintaining mental and physical health; the medical and legal dangers faced daily by Corrections medical personnel; and the potentially lethal dangers that stalked the Echo Dorm riot of 2015, a fast-moving Southern California wildfire, and in the perilous streets of Baghdad. What these experiences have in common is that they all involved people who work at Lemon Creek Correctional Center and they all demonstrate that while danger comes in many forms, the principles of risk management are universal, and you can learn to master them.

Daryl Webster

Cover Photo: SSG. Ed Irizarry, 3rd Bn., 297th Infantry Scouts, Operation Iraqi Freedom III 2005-2006, Baghdad, Iraq



A Message from the Superintendent

When I was 10 years old, my dad asked me if I wanted to share in an adventure with him and his hunting partner by accompanying them on an elk hunt in the Bob Marshall Wilderness area of Western Montana. Ecstatically, I accepted the offer and began asking questions without pausing for answers. *When are we leaving? Can I bring my pocketknife? Are we going to campout overnight? Do you think we will see a grizzly bear?* As I stopped to catch my breath before shooting out the next question, dad put out his hand and asked me to slow down. He told me he was glad I wanted to come along but there were a few things I had to agree to, in order to join them on this hunt. His small list of requirements was completely doable but would take some discipline on my part. He informed me I had to keep up and could not slow them down, I had to focus completely on hunting, not exploring or throwing rocks, and he expected me to maintain complete silence unless otherwise directed. I promised I would not mess up the opportunity for him to shoot an elk. I was young, but understood we lived on a policeman's salary and depended heavily upon wild game to feed our family.

The day finally arrived and after a two hour drive in the dark, we parked the truck at the base of a mountain, strapped on backpacks, and headed straight up. The mountain was so steep I could almost kiss the ground in front of me without bending over to do so. However, I meant to keep my word and I stayed right behind dad, only stopping for a breather when he did. About halfway up, his friend began to slow down, and I was pleased that it was he who asked to take a break and not me. We eventually reached the top and paused to recuperate, but the idea of rest was swept from my mind, as all I could focus on was the view before me. As I gazed down into one of the most scenic, breathtaking valleys I had ever seen, I thought to myself heaven could not be any prettier. We continued, quietly making our way down into the large tree-lined valley and pitched camp next to a high mountain lake.

After eating Mountain House beef stew, prepared over a roaring campfire, I was allowed to explore a bit, as long as I stayed close to camp, while the adults planned out the next morning's hunt. The sun began to retire as I stood at the lake's edge gazing at

the incredible wild beauty Montana had to offer. The once partly cloudy blue sky became overrun by streaks of yellow, orange, and pink, and soon stars began appearing one at a time until I was left staring into the vastness of space, with only the stars to entertain me as they flickered and occasionally streaked across the night sky. In the lake, a solitary loon uttered a haunting call, as if heartbroken and lonely for a companion. I made my way back to camp and bedded down. As I found myself lost in the heavens, all warm in my sleeping bag, listening to the eerie, lonely cry of the loons echoing off the canyon walls, a single distant bugle from a bull elk shrilled and chills ran down my spine. I looked from my sleeping bag at dad who was sitting on a fallen log next to the fire. He was smiling at me as if he understood what was going on in my young mind and seemed to enjoy my moment as much as I was. I returned a smile and looked back toward the endless skies. Within a few short minutes the once quiet dark forest came alive with vocalizations I had only heard on television, as bull elk after bull elk exchanged insults, bugling and grunting all around us. I stayed awake as long as I could, mesmerized by the events taking place around me, but eventually surrendered to sleep and drifted off into a child's dreamland. To this day, this is my most cherished outdoor memory and my mind wanders to it still, especially when I get caught up in the busyness of being an adult human. We live in a demanding society, and it is easy, especially the older one gets, to not take time for oneself.

Every Wednesday, Commissioner Winkelman faithfully posts a Wellness Wednesday message. I have never missed an opportunity to read one, and you shouldn't either. The one that has the most meaning to me so far is from her post on March 1st. *"The secret is to not allow the fact that you can't do everything keep you from doing something."* I can relate to this. A weakness I had for years was failing to push the pause button in between projects, meetings, and assignments needing completion. I would leave work for the

evening, but work didn't leave me, as I did not check it at the gate. Sometimes thoughts of work consumed me up until retiring for bed and it was finally through the heart of a child that I realized I wasn't giving the "Best of Bob" at home, and I needed to make an immediate change. In our line of work, it is sometimes hard not to bring work home. My advice is, don't do it and if you are, figure out a way to stop doing it today! It is absolutely unhealthy.

Here are some tips for living a positive and healthy life and for keeping work time separated from **your** time.

- If you are a gamer, who can't seem to put the controller down, push pause and get outside for at least a thirty minute walk.
- Spend time with the ones you care about and with those who care about you.
- Exercise more frequently. If you are not already, commit yourself to some form of daily exercise. Getting your heart rate up for 30 minutes or more will do wonders for your overall health.
- Speaking of the heart, look for opportunities to help a neighbor or friend in need. Not just once, look for opportunities weekly. Providing service for someone, no matter how big or small the project may be, is a great way to promote your own health.
- Choose healthy habits. If you get home and find yourself ordering take-out five nights a week, end it. You don't have to be perfect but eat foods more often that are good for you. If you do not know how to cook, ask Google!

- Take the time to make a difference in a child's life. There are so many programs and opportunities designed to touch the life of a child for the better. In our community, just like in every community around the world, there are children who are sad, hungry, lonely, and in need of a friend or a mentor. Do some research and find out what works best for you, then get involved. I promise you that the service you provide to a child in need will benefit you just as much as them.

I opened this message by sharing one of my dearest memories and how reflecting on that memory brings me peace and takes me back to a time when life was simple and magical. The things that matter most in life vary with each individual. The best way to preserve moments of joy, laughter, and time well spent is to keep a journal. You don't have to make daily entries but when something significant happens to you, write it down so it won't be forgotten, because I promise you, age and time can and will rob you of precious memories.

Oh, and don't forget in all you do, no matter where you are, or where you go, Recruit, Recruit, Recruit! 😊

Continue to be you but bring about the best you by learning and growing daily.

Thank you for all you do!

Bob Cordle

And then everyone was asleep, except me. And as I saw the morning star come up over the mountains, I realized that life is just a collection of memories. And memories are like starlight, they go on forever. C.W. McCall



SSG. Ed Irizarry, 3rd Bn., 297th Infantry Scouts, Operation Iraqi Freedom III 2005-2006, Baghdad, Iraq

The Tip Of The Spear

By

Lt. Ed Irizarry

It is October 15th, 2005, at 0001 hours, as we arrive to begin the briefing for combat operations in our sector of Baghdad. Throughout this evening and into the morning, large explosions and gunfire can be heard within our sector of responsibility. It is election day for the Iraqi people to select their next government officials for their Ministry of Interior and Defense, a day that the insurgents have promised chaos and disruptions by any means necessary to ensure no civilians will be allowed to vote. Our mission is to interdict any threat by insurgents and to eliminate their ability to operate within our sector, while providing security for Iraqi civilians.

During the initial operations order, it was determined that a patrol base would be established with two squads to conduct patrols in the village area of Al Farat, while a quick reactionary force (QRF) would be staged some distance away to support the patrol base, should they encounter resistance from the enemy. During the briefing, more explosions and gunfire could be heard in the vicinity of Al Farat. Looking around the dimly-lit room, I could sense apprehension and fear. It was known the insurgents had vowed to kill all Americans who aided in the election process as well as Iraqi civilians. The growing fear among the soldiers was compounded by the fact that the patrol base in Al Farat would be without their armored vehicles, thus reducing their combat power immensely. It was at this point in the briefing that my gut instinct took over. I felt that risk management at this point had turned into an unnecessary risk. My mind raced back over my years of experience conducting high risk operations. I had to curb my enthusiasm for a mission by conducting an emotionally detached, honest, and intelligence-driven assessment of our mission at hand. I immediately had to explore the mission objectives and decide if we had the training, skills, and resources to accomplish this mission.

The uniqueness of mission planning is that personnel safety is a primary principle of a successful operation. Highly skilled and dedicated soldiers are the resource in shortest supply. You can get more equipment, weapons, and ammunition. Getting the soldiers to operate that equipment can take months and even years. I had to open a serious discussion to guide the final decision for this mission. The intelligence that was provided did not support the details to achieve the outcome that was desired. I approached this from two different risk management perspectives, Internal risk and external risk. Internal risk, how we train and operate to complete missions, dictates that I select those who have trained and met specific standards. Conducting an extensive internal risk mitigation process allows for greater external risk mitigation for dangerous operations. The internal risk mitigation practices of training, intelligence gathering, rehearsals and contingency plans make operations less risky in execution. It was determined that my recommendation to amend the mission plan was approved. I quickly briefed the change of the operations order for the execution phase and conducted immediate rehearsals.

The operation began with the on-time departure to the target with extra armored up vehicles and soldiers to support the patrol base in Al Farat. As we departed our Forward Operating Base (FOB), numerous plumes of smoke could be seen rising into the air in Al Farat. These plumes were the result of vehicle borne improvised explosive devices (VBIED's), commonly know as car bombs that had been detonated during the evening and early morning prior to our departure. We have all heard the saying that if you are going into a gunfight, bring all your buddies and have them bring all their long guns. I can say that is one of my mantras which I implemented on this day. Our patrol base in Al Farat was established and as the patrols were conducted, I used my 4 armored hummers to screen the patrol to provide overwatch and increase their combat power. During this operation there was sporadic gunfire toward us that was very minimally opportunistic. The insurgents chose not to engage us directly, which I attribute to the overwhelming combat power we had available. The election process was successful in our sector of operation, and we returned to our FOB with no injuries, no loss of life or damage to equipment. I know that using strong internal risk mitigation and risk management principles allowed for success in the external risk operation.

One must realize that situations change by the day, sometimes by the minute. Leaders must quickly process all information and rapidly determine what matters most and decide with conviction. During a crisis you will experience cognitive overload, your information may be incomplete, and other interests

and priorities may conflict. All the while, emotions and anxieties will be running in overdrive. All this can paralyze you and others. You must break through this wall and act. Even if it is partly incorrect, some action is better than no action. Make a controlled decision with speed, empower the front line to make decisions where possible, and clearly articulate what needs to be escalated, by what time frame, and who will execute the decision. Leaders must adapt boldly. Seek knowledge and information from many sources. Do not be afraid to admit when you do not know something. You must decide early on, “what not to do.” Build your front line and make connections with them. Effective leaders extend themselves across all teams. This brings all members together and makes for a more efficient team. You must keep your mind and body in fighting shape. This helps leaders maintain their composure even when others are losing their heads. You must establish a routine of self-care, healthy diet, and exercise. You need to stock up on personal power, emotional reserves, and coping mechanisms.

One thing that I have learned over my years is to be ready to engage for impact. In any stressful moment, nothing is more important than taking care of your team. You must be understanding of the teams’ circumstances and distractions, but you must find ways to engage with them, motivate them, and communicate effectively with them. Reach out to them and gain a pulse check. Identify positive actions and success, acts of kindness or any roadblock that had to be navigated. Celebrate those unsung heroes.

In our line of work, we will undoubtedly be affected by stress. We will experience the Fight or Flight mode. This too is a part of risk management. Unfortunately, it is not spoken of much and readily dismissed as soon as it arrives. It is very important to recognize stressful situations so you can manage how you respond. We all need to understand that sometimes we just need to take a deep breath when we feel the tension rising. Sadly, this is a coping skill that takes time to develop. There is no magic pill to just give you that prevention. It has taken me many years and numerous high stress situations to develop the coping skills that I have, and I must say that it does not always work perfectly, but it has sure helped me deal with what I call “moments”.

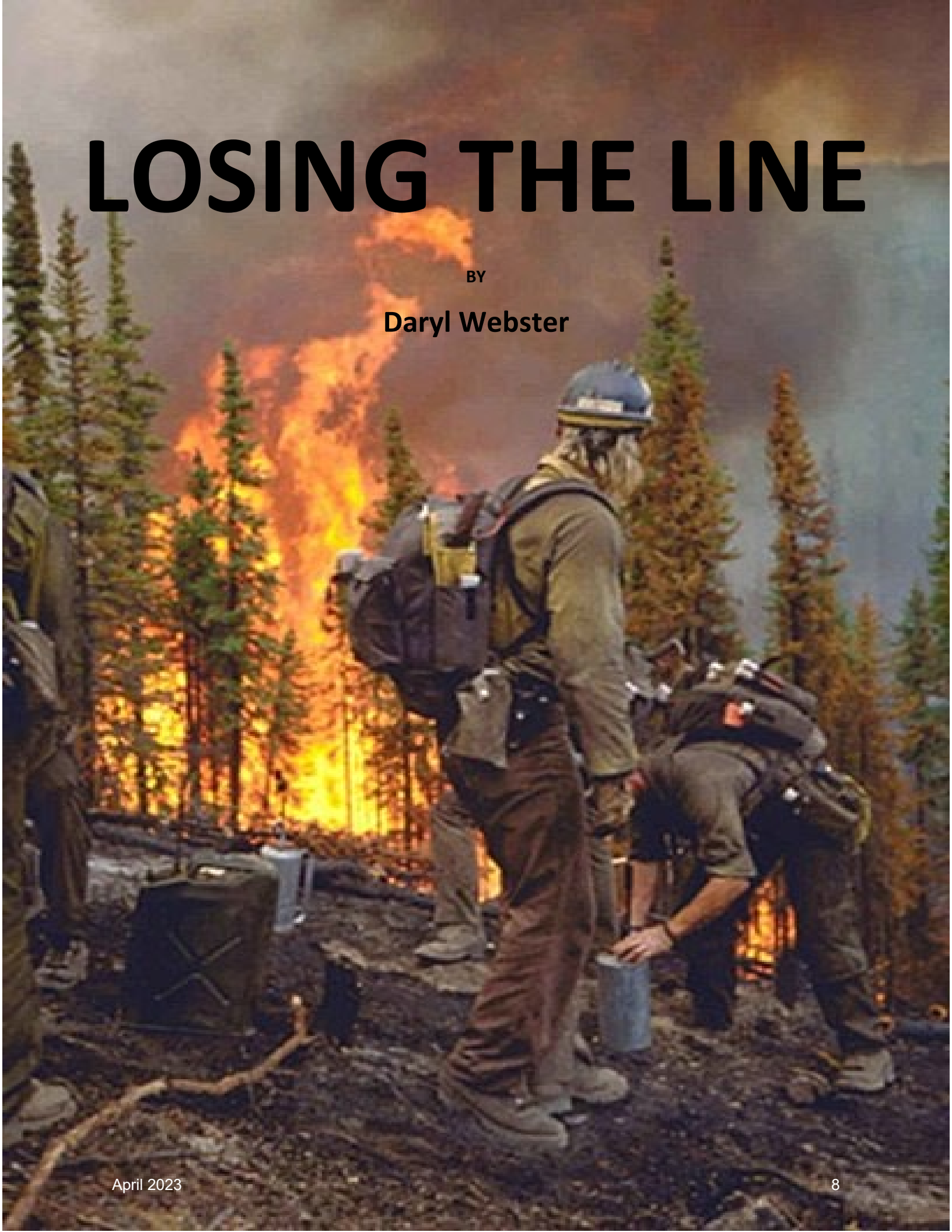
Among the methods I have used, is to try to re-balance my work and home time. As you know, family is everything to me. I find that if my family life and work life are balanced, I can manage stress more easily. I also confide in my family and share any moments I experience with them, as they are my sounding board, my direct support group. For others it may be a close friend or whomever. The point here is not to bottle up all the stress until you pop like a soda bottle. Lean on those good listeners and connect with those supportive people in your life.

I also build into my day a regular exercise routine. This helps me flush out stress and keeps me mentally moving forward. Follow this with a healthy diet and limit the amount of processed foods, and sugar. Yes, easy to say and sometimes not so easy to do. Good sleep is another critical need in our lives and clinical studies show that spending even a short time with a companion animal can cut anxiety levels almost in half. These are just a short list of what you can do to help manage stress in your life. If negative thoughts overwhelm your ability to make positive changes in your life, please seek professional help. Your health and life are worth it.

LOSING THE LINE

BY

Daryl Webster



Losing the Line

Back in the summer of 1980, I was a 19 year old member of a hand crew, fighting wildfires on the public lands of the West Coast. It was an ideal seasonal job for a restless, outdoorsy, college kid, keeping me out of trouble during summer months and providing a welcome excuse to cut classes for extended portions of the fall, when Southern California's Santa Ana winds kicked up and half the state seemed intent on burning itself to the ground. One day stands out in my memory.

As we dismounted from trucks into a small valley in the foothills outside Los Angeles, a blast furnace sun battered its way through overhanging clouds of smoke, bathing the countryside and the surrounding air in a surreal orange glow. We strung ourselves out along a catline, through the middle of a meadow of knee-high grass, dry and brittle, perfect fuel for the blaze that was fast approaching through a dense tangle of 10 to 12 foot oak. Soon, the fire would burst out of the thicket and into the meadow, and our task would be to backstop the catline and attempt to knock down the inevitable spot fires that would crop up as fire-driven wind blew embers over the line into the unburned field. We had no water to spray and no air support, just 16 young men with hand tools, clad in fire-retardant Nomex, guarding a broad line that didn't seem nearly wide enough, now that it was about to be put to the test. The flames weren't clearly visible at first, but smoke boiled out of the brush, infused with crimson-yellow glimmers, like cloud-bound lightning in

an approaching storm. The roar, if you could call it that, was building by the second.

The sound of a big wildfire is nearly impossible to describe. For most people, there is simply no frame of reference. Stand in front of a crackling campfire and amplify the noise a thousand times and you still won't capture the auditory apocalypse. In the blistering air of an approaching flame front, grass, leaves and branches begin to smoke and combust even before contact with visible flame. The roiling inferno rips apart the very air that feeds it. And make no mistake, *everything* is combustible, even human flesh, if subjected to enough heat. Thousands of pounds of vegetation and enormous quantities of air violently deconstruct in seconds, all surrendering their essence in a mass of glowing, ignited gas, crying out in a dry cacophony of insentient death on a massive scale. Standing in the path of the beast, seeing, hearing, and feeling what words cannot describe, the human brain sorts it all out fairly succinctly. God, wearing a face you were never meant to see, is coming to eat you.

Even armored with teenaged immortality and being no stranger to fire, I felt uneasy, because something about the operation seemed thrown-together without much thought. In moments, the fire would be upon us in a sea of parched grass that would go up like a torch, with nothing to stop it but a catline and us. With no plans and little time to burn out the fuel between the line and the fire, if the catline failed, there would be large flames to the fore, spot fires to the rear, and us in the middle. You get the picture, and to make a long story short, that's pretty much what happened.

And it happened quickly. The fire barreled out of the thicket into the field, about 50 yards to our front and almost immediately, burning blades of grass began arcing overhead like tiny flaming arrows, landing all around us. Singly and in pairs, we scrambled to beat out flickering

hot spots that appeared everywhere, rapidly expanding from inches in diameter to feet, by which time they were beyond stopping. The battle was lost before it even got properly started. On orders from the crew boss, we bumped up the line to our staging area, while the fire consumed the meadow behind us and plunged into the next tree line, as if we had never been there.

As youthful memories go, losing that catline is not a bad one. But like many adventures, it is best appreciated in the rearview mirror, because when it was all unfolding in real time, it was, by any measure, a fearful, chaotic failure. Time had to pass before I could appreciate the lessons it taught me about risk management. Permit me to share a few.

You aren't immortal.

My humble hometown's chief contributions to civilization are that it gave birth both to me and to Pulitzer Prize-winning novelist and playwright William Saroyan, though one of us is vastly underpublicized. Shortly before his death, Saroyan issued what would be his final public statement:

"Everybody has got to die, but I have always believed an exception would be made in my case."

Without getting bogged down in morbidity, human nature dictates that the appreciation of one's human frailty is inversely proportional to one's age, which is a wordy way of saying that young folks know that sticks and stones *may* break their bones, but older people are certain of it. Dealing with persons convicted of serious criminal offenses in a prison setting may not be as risky as confronting them on the street or in a dark alley, but ours is without a doubt a potentially hazardous profession. The first and biggest challenge is to simply recognize that fact and behave accordingly, without drifting into either fear or complacency, because if you

recognize that you can be hurt, you're on the road to avoiding it. Stay alert. Look out for your teammates. Build the kind of working relationships that earn and value trust. And never minimize the importance of DOC and institutional policies and procedures, because even the most mundane of them are ultimately designed to create a framework of security and safety.

Bad things happen. The worst things happen suddenly.

Worst case scenarios often unfold with startling suddenness. Sometimes they occur without warning, but just as often there are verbal, physical or environmental cues that, if recognized promptly, permit effective countermeasures. The fire that burned over our line all those years ago, covered 50 yards and leapt across the catline in less than a minute. It took only seconds for spot fires to multiply beyond our capacity to control them. There was little or no time to consciously adjust tactics to get on top of the problem. Had any of our crew members panicked and attempted to outrun the blaze, or had they run down the line instead of toward the safety zone, their deaths would have been ugly. What made the situation survivable was the training and experience that allowed each crewmember to foresee what was likely to happen and to take appropriate escape measures without wasting time thinking about it.

Your training and experience in the Corrections field should enable you to recognize cues and probabilities in a timely manner when trouble suddenly erupts. Imagine that you are confronted with an uncooperative inmate in a hallway outside your cubby, not exactly a crisis, but definitely a hostile encounter. You can probably come up with a number of tactical steps you would have taken in advance or that you would take in response to the challenge. But imagine now that a second inmate, who has

always been cooperative, suddenly approaches and lays hands on you. Could you handle this unexpected development? Finding yourself on the verge of being overwhelmed, what would occur to you to save yourself and regain control of the situation?

Averting or surviving a sudden crisis begins by realizing that bad things *can* happen, even to you, even in familiar places, and even though they normally do not. If you are psychologically prepared to accept that worst case scenarios can happen, you are far less likely to be shocked into immobility if they suddenly do. Next, begin thinking about scenarios like this, and any other off the wall circumstances that might conceivably occur on duty. In fact, if a scenario frightens you or leaves you uncertain about what to do, THAT is the scenario you probably need to focus on first. Think about your options and imagine implementing them, consistent with your training and experience. Game out the problem with a co-worker or a supervisor and begin fleshing out variations that might arise. As you exercise your imagination, you will be training yourself to effectively respond to a real world crisis and walk away in one piece.

Follow directions but use your head.

Formal leadership and the chain of command exist for a reason. Particularly in large or complex organizations, or those that deal with highly technical or potentially hazardous duties, it is very important that everyone is more or less on the same page and that important tasks are performed up to a consistent standard. That cannot happen if everyone is their own boss. The chain of command is designed to assure that someone (leaders) are ultimately accountable for success or failure and this necessitates that they be given the authority to require people to work together under their direction.

All leaders are watched and second-guessed by those who work for them, those leaders who work with them, and those higher-level leaders who direct them. Every leader is aware of this scrutiny, which is one of the things that makes leadership so challenging and stressful. All of you are familiar with this feeling, even if you aren't formally supervising personnel, because you supervise inmates and from time to time, you are all called upon to coordinate the efforts of other personnel. People watch you, judge you, and weigh the quality of your decisions, just as you do with your supervisors. I feel the same pressure every day, but I learned long ago to deal with it by setting a standard for myself that I can live with. My standard goes something like this:

- I will constantly strive to improve as a leader.
- I will use my training and experience to make the best decision possible to meet every challenge.
- So long as I can make my decision work and resolve the problem, I will not obsess over it, even if there are ten other decisions that might have solved the problem in a more elegant manner, provided I learn from the experience.

I offer this to you as an insight into the mind of your supervisor when he or she directs you to take a particular course of action. You may not agree with your leader's decision and you may think there is a better or more effective approach to the problem, but chances are that your supervisor's decision will work, if everyone energetically makes it work. So, agree or disagree, you should follow the directions that you are given, particularly in a crisis, when quick and decisive action is critical. This does not mean that you must surrender your common sense or moral principles. Were a supervisor to

order you to take an action that was clearly illegal, immoral, or contrary to policy, you would be justified in respectfully objecting. But scenarios like that are rare as hen's teeth and if you decline on principle to follow an order, you had better be right, because the consequences of failing to follow orders without objective cause may be quite severe. However, as moral and professional people, that option is available to you.

More likely is the possibility that you will be given lawful direction by a supervisor but common sense may warn you that things are about to get complicated. It would be entirely appropriate to respectfully discuss this with your supervisor and perhaps even assist him by bringing up factors he may have missed. But whether you have that discussion or not, you should follow the direction that you are given, but with your eyes wide open and your mind actively engaged in planning what you might have to do if things go south. This is precisely the issue we confronted as we prepared the ultimately unsuccessful defense of the catline.

The US Forest Service pioneered the concept of Incident Command many years ago and they have developed it into a fine art. Fire behavior is scientifically studied and modeled and each fire that erupts is scouted and combed for information. That information is shared in meetings and briefings down to the level of the individual crew member, so that each of them understands what they are likely to confront, what contingencies may arise, what is expected of them, and what to do if the wheels fall off. That day on the catline, it was the lack of basic information and evident lack of planning that made our deployment in such an indefensible position seem off-kilter. As the fire approached, every crewman on that line was making his own assessment of what was likely to happen, how quickly it would happen, and what should be done if it was necessary to

abandon the position. We followed orders but we used our heads. You should do the same.

Learn from failure.

I've mentioned this before, but it bears brief discussion. Of all the lessons I've learned as an emergency services professional, as a leader, and as a husband and father, those etched most deeply into my hide are the ones I learned by failing. You can succeed without ever analyzing why, or attribute success to you just being you. But if you are self-aware enough to realize that you occasionally drop the ball and conscientious enough to want to be as good as you can be, you will deliberately pick your failures apart until you understand exactly what went wrong. And you won't do it again.

Risk is "risky" because it represents the very real possibility that something bad might happen, even in spite of our best efforts. But most risk can be managed if we practice honest self-assessment, mental and physical preparation, alertness, and discipline.



Echo Dorm Disturbance, October 6, 2015

Why We Do What We Do

By

Sgt. Bo Pierce

By its very nature, the career that we have chosen carries more risk than most jobs. However, the right mindset and due diligence on your part can go a long way toward keeping yourself and other staff from falling into risk traps or at least help you find your way out if you do stumble into one.

When I attended the academy, the staff would have us play the “What-if Game.” We were told to ask ourselves, “What if I walked into the gym and saw inmates fighting?” “What if, while walking down the hall, I looked into a dorm and saw inmates engaged in tattooing?” “What if I walked around a corner coming out of the gym and surprised an inmate getting ready to pass

some contraband into E-Dorm?” “What if, while doing a security check of the mods, I saw an inmate hanging from his locker?” “What if, while doing count in the Mods in the middle of the night, I saw an inmate in a bunk who was not breathing?” Do any of these scenarios sound familiar? They should, because every single one of them has happened here at LCCC.

So, why did the academy have us engage in this exercise and what does it do for us as officers? When you play the what-if game, you are forced to think about what may happen while you are working your post and start planning what you would do if that situation actually occurred. Now we all know that there is no way for us to dream

up every possible scenario that might happen during the course of a career, but nevertheless, the more you pre-plan how to deal with those different situations, the more likely it is that you will handle the situation without freezing up under pressure. Without pre-planning, when you find yourself in a stressful or dangerous situation, you not only have to deal with the surprise of something unexpected, but you must simultaneously come up with a plan of action to deal with the crisis as it is unfolding around you. Instead of reacting while unprepared, we need to set ourselves up to succeed. We need to be prepared for the unexpected and be ready to act when the situation calls for it. To do that, we should already have a plan of action in mind and be ready to adapt it to the current situation. Adapting a plan you have already thought through is far easier and faster than trying to come up with a new plan while under stress.

The more I think about managing risk, the more I remember discussions that I have had with staff and several different Training Sergeants over the past few years. Every time I have spoken to someone about the idea of advanced self-training, something all of us could benefit from, we have called it "Why we do what we do."

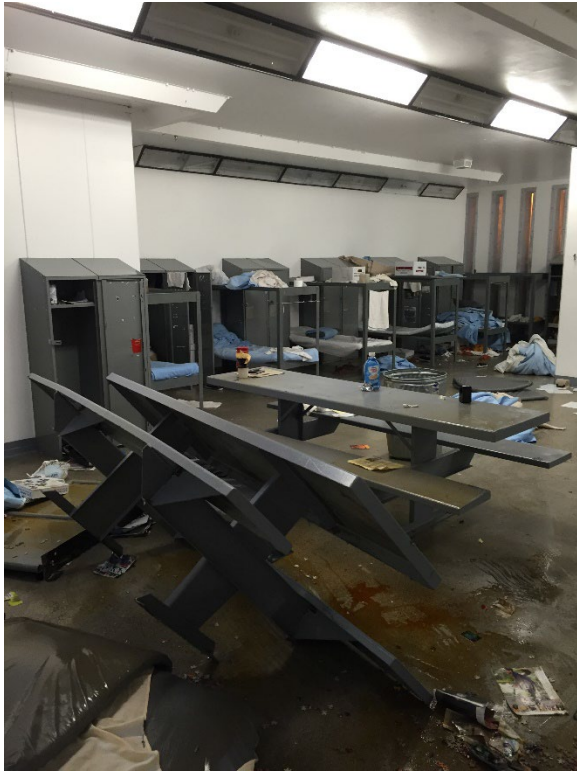
Most of you were on staff when an LCCC inmate made a dummy for his bed and managed to hole up in the basement during several nights to hook up with his girlfriend before finally being discovered. The training that we implemented not too long after that incident focused a lot on "Why we do what we do." It is very important for us to think about different situations and

come up with plans to deal with them, but I think it is just as important for us to understand why we are asked to do things in a particular way. One of the issues covered in that training was why we have to confirm "Proof of life" and not just count lumps under blankets.

Back in 2004 an inmate in another Alaskan institution killed his cellmate for talking bad about his own mother. When officers walked through doing security checks, the killer would put his finger to his lips and say that his cellmate was sleeping. Staff documented several security checks and at least one count before someone actually stopped and made sure there was "Proof of life," finally discovering that the unmoving inmate had been dead for quite a few hours.

Comparing these two incidents, it should be obvious why we don't count lumps, but there is more to it than just that. Count is one of the most important things we do as Correctional Officers. One of our duties is to protect the public from incarcerated offenders, and to do that we must make sure they are here and have not escaped. The factor some people fail to consider is the fact that we are responsible for everything that happens on our posts. From the moment you man your post, until the time you leave for rotation, anything that happens is your responsibility. When you call in your numbers during count, you are stating for the record that all the inmates in that living unit are present and accounted for and that they are alive and breathing. How can we verify that they are alive and breathing if all we see is a lump under a blanket?

In 2015 we had a riot in E-dorm that started during the 2200 count. The inmates tore



Aftermath of the Echo Dorm Disturbance

off one of the wall-mounted metal partitions between the toilet and the sink and used it as a battering ram to break out one of hallway windows. They also broke the television and all the lights, covered the cameras, and soaped the floor so staff might fall and injure themselves if they tried to make entry. After several hours of gathering staff and preparing to deal with the situation, we were able to deploy five MK9 canisters of pepper spray and remove the rioting inmates without any staff injuries. The important part of this story, and the part we should learn most from, is what happened *before* the riot started.

During the 2100 security walkthrough, two inmates stood by the door of E-Dorm when the staff walked in to do their security

check. As the officers entered the dorm, these inmates darted into the hall to the F-Dorm door and called out, “Are you guys ready?” As you know, occupants of E-dorm are not allowed out of their dorm at that time of night, so when two inmates exited the dorm, staff told them to get back into their dorm or they would get written up. The inmates went back into E-dorm without incident and the security walkthrough was accomplished.

The Post Two officer informed the Shift Supervisor of what had occurred, and staff went on about their business, but continued to watch E-dorm with the CCTV cameras and noticed other interesting things. No one was watching television and the two inmates who had exited the dorm during the walkthrough were now in the center of the group, with everyone in the dorm gathered around the table in what appeared to be an important conversation. Some of the inmates appeared to be unhappy with this impromptu meeting and their body language made it look as though they did not want to be there. This meeting went on for some time and then people started separating into smaller groups and talking among themselves.

The Post 2 officer did not feel comfortable walking into E-dorm with just 2 staff members for the 2200 count, so staff did not enter the dorm but did enter all the other living units. Meanwhile, the SS and the floor staff were in Booking, discussing what they should do and if they could get a few more staff on hand before attempting to enter E-dorm. The inmates must have realized that the Post 2 and Post 4 officers were not going to come in, so they started

shoving magazines into the back side of the door to try and jam it so that the door could not be opened. Other inmates began filling up large, red Folger coffee containers and creamer bottles with water and soap or shampoo and pouring it onto the floor, then they covered the cameras and started breaking things. It was now obvious to officers that something big and bad was going on and that they needed to shift gears, so they played the what-if game and then quelled the riot.

The moral of the riot story is that anyone off the street could be trained to open doors when the bell rings, and anyone could be trained to walk into a dorm and count how many people are in the room. The difference between just anyone walking into a prison and doing the bare minimum to collect a paycheck and a trained, professional correctional officer is the fact that as a professional, you need to put serious thought and effort into what you do. You need to be able to respond quickly, due to the fact that you have already played the what if game and have the basics of a plan in mind. You need to set yourself up for success by being prepared for any eventuality. You need to understand why you are here and why you are asked to perform duties in specific ways, because if you don't know what to do and why you are doing it, then you might be tempted to cut

corners, and that mistake might cost you or fellow officers their lives.

Some of the duties that I have seen staff perform carelessly or fail to perform at all, boil down to the fact that some staff don't know why they are asked to do what they do. Why do we remove empty plastic containers from living units when they are empty? Answer: They can be used to make pruno, they can be melted for soot or made into weapons, they can be used to soap the floor to hurt staff, and the list goes on. Why are we supposed to positively ID anyone coming in or going out of the front and back gates? Answer: We are responsible for everyone that goes through those gates, so if they do not have a legitimate reason for coming or going, they should not pass through the gate. If you can't identify someone attempting to enter or exit by looking at the gate camera and asking them who they are, then you should have someone check into it. How bad would it be to let an inmate out with a group of visitors, all because you didn't take the time to positively ID them? We need to play the what-if game like it isn't a game at all, but deadly serious business, and we need to understand why we do what we do, because sometimes it's not just about opening the door when the bell rings. Sometimes it's about knowing that you shouldn't open the door at all.

Healthcare Risk Management in a Correctional Facility

By

John Brooke, RNIII

What is risk management? In simple terms, it is the forecasting and evaluation of risks, together with the identification of procedures to avoid or minimize their impact. Healthcare risk management is a collection of practices designed to ensure that a medical facility operates safely and in accordance with governmental regulations. The primary goal is to protect both patients and staff.

Risk management factors can be divided into different categories. Clinical and patient safety risks include medical errors that can cause injury to patients or staff. Strategic risk may involve the fall-out from a medical error that damages the brand or reputation of a medical facility. These errors can lead to costly litigation, such as malpractice lawsuits. Many instances of risk can be traced back to operational issues. Inadequate staffing leads to overwork and fatigue, which contributes to medical errors. Proper training is essential to ensure that staff members follow protocol and creates a culture of risk awareness. Untrained or improperly trained staff can be a large source of errors and safety issues. Risks are part of every aspect of clinical and administrative operations.

Policy and procedures exist to help mitigate these inherent risks.

So, what does all this mean for the Medical Office at LCCC? The mere presence of medical personnel at Lemon Creek is evidence of a risk management strategy. In many respects, risk management is the reason for Medical's presence. From the moment offenders are brought into the facility, medical personnel begin performing an assessment of the risk associated with them. Are they medically stable enough to be incarcerated? Do they pose a risk to themselves? Do they pose a risk to others? Is that risk physical in nature? Does it involve Mental Health? Is there a risk of contagious disease? Do they have a current Tuberculosis skin test? Are they inebriated? Is there a risk of detoxing? What could they be detoxing from? These are risks that medical personnel assess within the first few moments of a new offender coming into the facility. The criminal booking screening that medical personnel perform has close to 100 questions, including the PREA assessment, which is another form of risk management.

The established policies, procedures and protocols that medical personnel follow, help to ensure the safety of offenders and staff, and protect medical personnel. When assessing offenders, whether it be for something as simple as a wart, or more complex, like the severity of detox an offender is suffering, LCCC medical staff are trained to follow a protocol that is in place to mitigate the risk to the offender being assessed. But it also serves to reduce the potential blow-back on the facility, the state, and the medical professional in the

event of a negative outcome. Our society and in particular the population we serve at LCCC are very litigious. The risk of being sued for malpractice is a very real possibility for every medical professional, and that possibility is multiplied greatly in a correctional setting. When Medical determines that an offender needs a higher level of care than can be provided onsite, that decision is being driven by concern for the safety of the offender, but also by HARS policy, procedure, and protocol.

Security staff at LCCC play a very important role in the risk management process for Medical. Medical will see a small portion of the inmate population daily at medication administration time. Security staff interact with the inmate population day in and day out. Security staff may see things that Medical may not, simply because of the day-to-day interactions that Security staff will have. Communication with Medical when things don't seem quite right with an inmate is a crucial step in the risk management process.

Security staff training as first responders in first aid and CPR is just as crucial in the risk management system. Security personnel will almost always be on scene before Medical when a potentially life-threatening situation occurs. Swift intervention by officers or support staff could be the difference between a positive or negative outcome.

Awareness, training, policy and procedure, and teamwork are essential components of risk management regarding healthcare in a correctional setting. Commitment to a culture of professionalism, quality care, and safety can help to manage the risks Correctional staff face daily.



Health & Fitness

The Lemon Creek Journal features Sergeant Kyle Schramm on Health & Fitness. Kyle's practical knowledge and experience in the fitness field is imposing, and well worth sharing. Look for Kyle's byline in future issues!

Finding The Right Fit

By

Sgt. Kyle Schramm

Now that we've taken the dive into the world of fitness and are working towards a healthy lifestyle, we can start to educate ourselves on what type of fitness plan will work best for your personal goals. There are so many types of exercise programs that it can be daunting to pick one. Too many choices can be overwhelming and make you not choose at all and give up before the challenge even begins. First of all, we need to figure out what interests you. Is it the thought of being strong? Maybe it's the ability to run long distances. Do you want to be muscular and lean, or maybe explosive and fast? Or maybe you just want to lose some unwanted body fat and are just happy with generally losing weight. This is going to be your first big decision, but don't think that once

you choose a direction you can't change lanes and enter a new fitness realm. Let's start with a look at the main training styles to choose from. The three main categories of weightlifting are Powerlifting, Olympic Lifting, and Bodybuilding.

Powerlifting:

Powerlifting is about strength and explosiveness. This type of training consists of low repetition, heavy weight sets that usually target one to five reps per set. Also, Powerlifting utilizes long rests, typically 3-6 minutes between sets to minimize muscular fatigue. The downside to this training style is that it does not benefit muscular endurance, meaning that your muscles cannot perform for long durations. Powerlifting also

focuses mostly on compound movements, meaning that most Powerlifting exercises recruit more than one muscle group to enhance strength development. The most common movements are bench press, deadlifts, back squats and shoulder press. (You can google search these movements for detailed descriptions). Training with these compound movements can lead to massive strength gains but can also cause overdevelopment and underdevelopment. This is why Powerlifters typically train with muscle isolation exercises after their main strength lifts. This is key to keeping Powerlifters well balanced, healthy and injury free. The heavy load of Powerlifting can be dangerous and is more prone to causing sports injuries if not done properly. Good form and safe lifting techniques are critical to successful Powerlifting training. I would argue that nobody should pursue Powerlifting and increase the weight they lift unless they have the movements and form down perfectly. These explosive movements should be practiced at low weight to perfect the form safely.

Olympic Lifting:

Olympic Lifting is similar to Powerlifting and is actually a subcategory of Powerlifting. Olympic lifts usually incorporate traditional Powerlifting movements like squat, bench press, and deadlift but also include dynamic, explosive lifts. The most common movements are front squats, cleans, snatches, and overhead squats. Olympic lifts also rely heavily on explosive power and good flexibility. This type of lifting generally results in strength gains and explosive power. Olympic lifts are complicated and technical. The movements include moving heavy, plate loaded barbells from the ground to higher positions and even above your head. This type of lifting is usually best practiced with light weights or just barbells with no extra load. The form and safety of this training style are crucial, above all else. The resting periods are the same as traditional Powerlifting. Additional isolating exercises should be added into an Olympic Lifting regimen to minimize muscle imbalances.

Bodybuilding:

Bodybuilding is probably the training style most people are familiar with or have heard about. This is arguably the most "traditional" and well-known training style. Bodybuilding focuses on building lean muscle mass through the use of high repetition exercises, with little rest between sets. This type of training emphasizes muscular size and definition. To put on this muscle mass, Bodybuilders incorporate "bulking" phases into their diets that increases their total daily caloric intake to accelerate muscle growth. Following the bulking phase is a "cutting" diet to cut body fat, where lifters reduce their caloric intake to a little less than the amount they normally burn each day. Compared to Powerlifting, Bodybuilding utilizes a wider range of equipment and usually has cardio training tied into the program. Because Bodybuilding is more of a muscle development training style, you will not typically gain strength, but will add lean muscle mass that has optimal endurance. Cable machines and dumbbells play a huge role in this training, because they encourage more focused contractions and stabilizing muscles to control the movement. Typically, the injury threshold is much higher here than Powerlifting, because the weights aren't as heavy, and the movements are more concentrated and easier for the average gym-goer to perform and learn safely.

Don't get me wrong, weight training is crucial to building a new physique, but cardio exercise is just as important to improving that healthy lifestyle. Let's learn a little about each type of cardio so you can choose which is best for you.

High Intensity Interval Training:

High intensity interval training (HIIT) consists of short bursts of fast or explosive workouts that are followed by a brief resting period before doing it again until fatigued. HIIT workouts result in lactic acid build up (that pumped feeling that burns in your muscles) which in turn causes muscle soreness from all the tissue damage. These brief bursts of intense energy

last anywhere from 10 seconds to 1 minute, in order to spike your heart rate. The short rest period lasts only until your heart rate recovers and then another interval is conducted until muscular failure or fatigue is reached. HIIT increases your metabolism and keeps it spiked for around 24-48 hours after your workout. This is fantastic for those looking to burn more calories in and out of the gym! HIIT is also the quickest of the cardio workouts, so it accommodates those with time constraints. One quick example of HIIT is something as simple as a 20 second sprint followed by a 30 second walking break.

Moderate Intensity Steady State Cardio:

Moderate intensity steady state cardio (MISS) is a steady workout, that raises the heart rate to roughly 130-160 beats per minute, something like stair climber, elliptical or a slow run or jog. This type of cardio burns more calories than HIIT because of the sustained increased heart rate that requires more oxygen. MISS workouts help build muscular endurance and boost muscle performance to be able to work hard for longer periods of time. A couple of things to consider are that this sort of cardio may end up burning muscle as fuel, if your energy reserves are depleted. Also, the constant moderate movement may take a toll on joints in the long run. Some more easy MISS workouts include rowing machines and spin bikes. These make this exercise format very user friendly and easy to jump right into with basically no prior experience.

Low Intensity Steady State Cardio:

Everyone knows the saying "slow and steady wins the race". That's exactly where we are headed with this one. Low intensity steady state cardio (LISS) keeps the heart rate between 100-125 beats per minute. This slow-paced workout is meant to be sustained for long amounts of time to optimize fat burning. While LISS results in less post exercise calorie burn like HIIT, LISS is a very user-friendly training type, consisting of

exercises like walking or bike riding at a low pace for 30 minutes. This works well for those trying to get into a caloric deficit, persons who sit all day and need to get easy movement in, and those with possible injuries or health issues. While having a high fat burning effect with low recovery periods, this training also lowers stress and may help people relax. This is also a low impact training style which keeps those joints healthy in the long run!

Whether you choose HIIT, MISS, or LISS, cardiovascular workouts are essential to burning fat, raising your metabolism, improving heart health and maintaining overall health and fitness. Now, its time to choose what type of training best suits you and your needs/goals. I typically recommend a combination of both a weightlifting routine in conjunction with a cardio regimen. Having the best of both worlds keeps your muscular system growing while promoting endurance and wellness with cardio. There is a lot to choose from so it may be worth trying different things and come up with a plan that you can sustain, because consistency is the key to seeing results in the health and fitness world. Results do not show up overnight, rather they are cultivated through years of trial and error and routine.

So far, we have covered the importance of health and fitness, the benefits that come with a healthy lifestyle, different training styles and how to figure out what style is best for you. In my next column, we will take a more detailed look at training programs and how to perform them, including both weight training and cardio workouts, so you can continue your fitness journey on the right track. Stay tuned and best of luck!

LEMON CREEK CORRECTIONAL CENTER

2022 EMPLOYEE OF THE YEAR

LT. ED IRIZARRY



The nominating committee took great pleasure (and not a little risk) in naming Lt. Irizarry as the 2022 LCCC Employee of the Year. Lt. Irizarry has been nominated for this honor before, but insisted that the nomination be withdrawn, because he feels that officers and support staff deserve the recognition more than he does. We took advantage of his absence from the meeting to recognize him when he wasn't around to object.

Everyone at the LCCC is familiar with Lt. Irizarry and his contributions to the institution. As a Correctional Supervisor, he is directly responsible for oversight of all floor operations, as well as Standards, Property, Discipline, Training, and Security. He coordinates PREA investigations, prisoner transport operations, firearms training, and much, much more. More importantly, he is peerless mentor and role model, a wise and experienced top hand, and just about everyone's ultimate resort for thoughtful and reasonable advice on every problem from routine to critical. LCCC is proud and fortunate to have him because he is, quite simply, priceless.

LEMON CREEK CORRECTIONAL CENTER
EMPLOYEE OF THE QUARTER
COII JONA VALDECONZA



The first quarter of 2023 was a challenging time at Lemon Creek Correctional Center. With staff in short supply, officers and support staff had to dig deep to maintain high operational standards with rosters dotted with vacancies. This has meant taking on additional responsibilities and working extra shifts, all while maintaining professional focus and a positive attitude. No one has done this any better than Officer Jona Valdeconza.

Officer Valdeconza has been invaluable as a Booking Officer, an outstanding team player, always available when a shift was running short and needed someone to put days off on hold and report for duty. This already outstanding officer will soon leave to attend the PTO Academy and return with much-needed skills. Officer Valdeconza is a great asset to LCCC and a role model for young officers. Congratulations.

Lemon Creek Correctional Center Wants YOU!



Lemon Creek Correctional Center in Juneau, Alaska is currently recruiting Correctional Officers. To apply, go to [Governmentjobs.com/careers/Alaska/](https://www.governmentjobs.com/careers/Alaska/) and look for the statewide Correctional Officer I position.

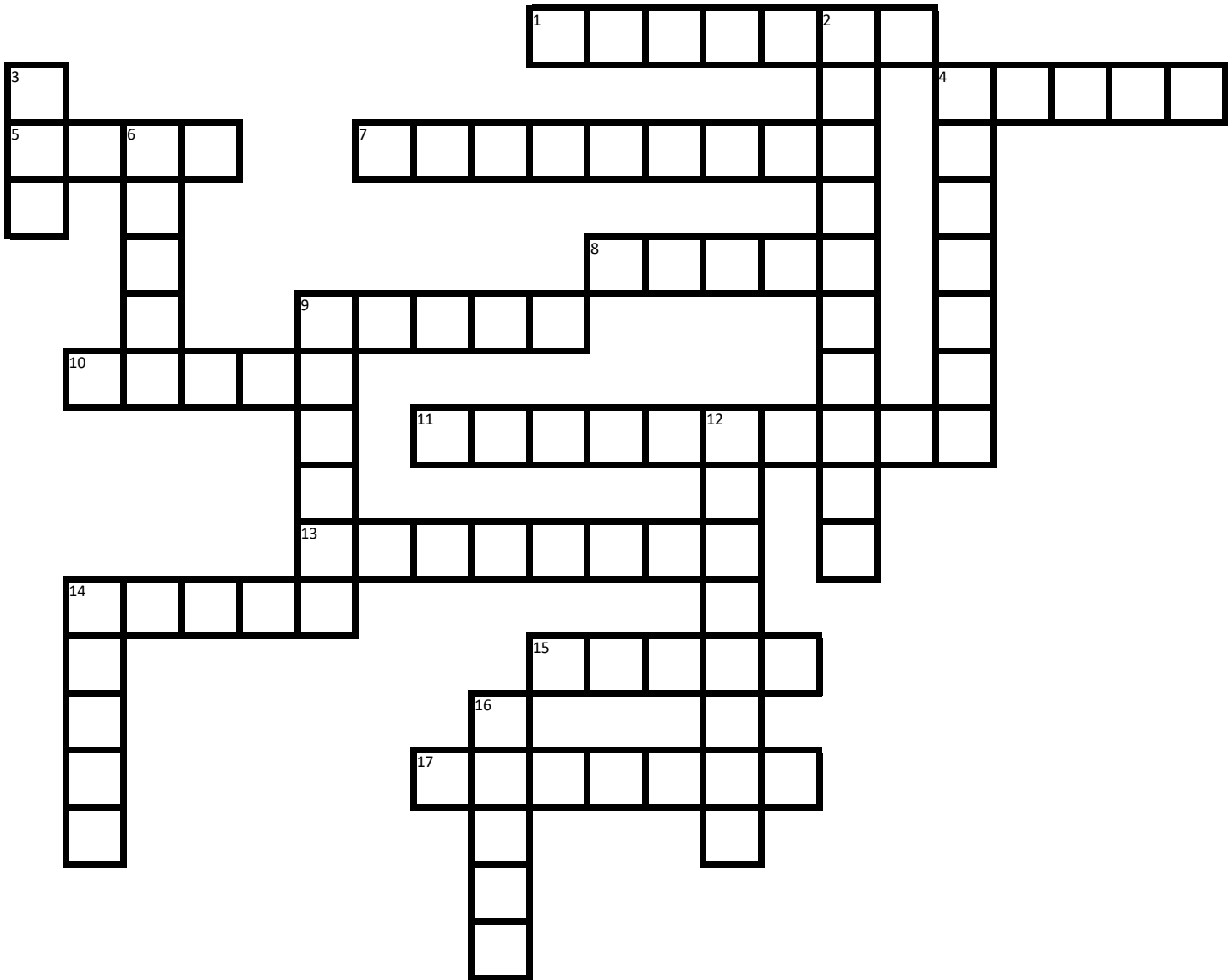
Correctional Officers at LCCC Enjoy:

- Great Pay/Benefits
- \$10,000 signing bonus for first time applicants
- Career advancement opportunities
- Premium schedule (7 days on/ 7 days off)
- Generous vacation leave
- Excellent training
- Great community to raise a family



For information, contact Lt. Irizarry at (907)465-6288. We look forward to working with you.

LEMON CREEK CROSSWORD
 "A TOUR OF LEMON CREEK"



ACROSS

- 1 A touching visit
- 4 A place to sweat
- 5 Exercise here in the rain
- 7 Treasure hunt for CO's
- 8 A post that won't stay put
- 9 Sentenced to 366 days
- 10 Do it yourself beverage
- 11 Inmate "To-go" order
- 13 Lifts but seldom works
- 14 10's Live here
- 15 A room with a view
- 17 Where new guests are welcomed

DOWN

- 2 Forbidden Material
- 3 This room's key unlocks nothing
- 4 Where LexisNexis resides
- 6 You can shave with this wire
- 9 This key might be de-caffeinated
- 12 Wears chevrons
- 14 Post Officer
- 16 Inmates should never miss this

LEMON CREEK CROSSWORD
SOLUTION

