

ADVANCED  
Security Threat Groups & Prison Intelligence

Participant Guide

دليل المتدرب



مركز تدريب وتطوير القدرات النسائي في  
المملكة العربية السعودية

Kingdom of Saudi Arabia  
Female Training Center

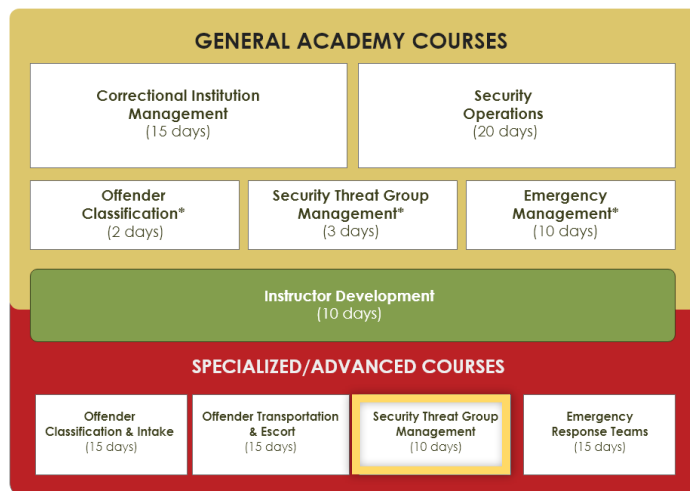
## SECURITY THREAT GROUPS & PRISON INTELLIGENCE

In the interest of maintaining a safe and secure environment for staff, offenders, and the public, the Security Threat Groups (STG) and Prison Intelligence course explains best practices for managing security threat groups in prisons. Included in these best practices are:

1. Collecting, analyzing, and disseminating intelligence
2. Recognizing behaviors and indicators of security threat groups to prevent an incident
3. Identifying, collecting, and preserving evidence and following chain of custody standards to solve crimes connected to security threat groups
4. Managing security threat groups to validate, classify, and house security threat groups in the most humane and secure manner

## COURSE DETAILS

This 10-day course is part of the advanced curriculum.



Security Threat Groups & Prison Intelligence	
<b>Level</b>	Advanced
<b>Prerequisite</b>	General Academy
<b>Duration</b>	10 Days
<b>Location</b>	Riyadh, KSA
<b>Class size</b>	25 participants
<b>Modules</b>	<ol style="list-style-type: none"> <li>1. Overview of STG</li> <li>2. Collecting, Analyzing, and Disseminating Intelligence</li> <li>3. Evidence and Chain of Custody</li> <li>4. STG Management</li> <li>5. Teach-backs</li> </ol>

## INSTRUCTIONAL APPROACH

- ☑ **LEARN:** During this specialized course, you will learn the globally accepted concepts and components of Security Threat Groups and Prison Intelligence.
- ☑ **APPLY:** You will have the opportunity to apply this knowledge to the Saudi Arabian local context to start developing an STG management strategy for your correctional facility or increase the effectiveness of an existing system.
- ☑ **TRANSFER:** The course will also help you facilitate the transfer of this knowledge to your co-workers and other GDP staff.

## COURSE MODULES & OBJECTIVES

MODULE	LEARNING OBJECTIVES	DAYS
<b>1 Overview of Security Threat Groups (STG)</b> Provides an overview of STG, including categories, sociological characteristics, and typical activities both inside and outside prison.	<ul style="list-style-type: none"> <li>▪ Discuss defining characteristics of STG, gangs, terror groups, and other non-affiliated groups</li> <li>▪ Describe sociological characteristics of gangs and gang members</li> <li>▪ Identify potential motives for joining a STG</li> <li>▪ Identify common types of criminal activity from STGs</li> </ul>	1
<b>2 Collecting, Analyzing, and Disseminating Intelligence</b> Provides an overview of intelligence gathering, analysis, and distribution.	<ul style="list-style-type: none"> <li>▪ Summarize intelligence-based corrections practices</li> <li>▪ Explain the difference between information and intelligence</li> <li>▪ Identify intelligence based on the five human senses</li> <li>▪ Explain the intelligence cycle</li> <li>▪ Determine whether a given scenario is reportable intelligence</li> <li>▪ Analyze intelligence to form actionable conclusions</li> <li>▪ Complete an intelligence cycle</li> </ul>	3
<b>3 Evidence and Chain of Custody</b> Provides an overview of evidence collection and preserving the chain of custody.	<ul style="list-style-type: none"> <li>▪ Identify common prison-based crimes</li> <li>▪ Describe types/sources of evidence</li> <li>▪ Demonstrate proper crime scene procedures for first responders</li> <li>▪ Demonstrate search procedures</li> <li>▪ Determine evidence collection procedures for different types of evidence</li> <li>▪ Identify tools used in evidence collection</li> </ul>	1
<b>4 STG Management</b> Explores challenges and best practices for managing security threat groups in a prison.	<ul style="list-style-type: none"> <li>▪ Explain ways in which to identify members of security threat groups</li> <li>▪ Construct an STG validation matrix</li> <li>▪ Apply link analysis to process intelligence relating to security threat groups</li> <li>▪ Determine staff and equipment placement to support intelligence gathering</li> <li>▪ Describe sound strategies for managing STGs</li> <li>▪ Describe correctional programming strategies for minimizing STG-related misconduct (behaviors)</li> </ul>	4
<b>5 Teach-Backs</b> Examine what makes training effective while practicing instructional skills.	<ul style="list-style-type: none"> <li>▪ Apply instructional skills by preparing and delivering a lesson while giving and receiving constructive feedback for continuous improvement</li> </ul>	1

## COURSE CALENDAR

### Week 1

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY
DAY 1	DAY 2	DAY 3	DAY 4	DAY 5
Introduction Overview of STGs	<b>Collecting, Analyzing, and Disseminating Intelligence</b>	<b>Collecting, Analyzing, and Disseminating Intelligence</b>	<b>Collecting, Analyzing, and Disseminating Intelligence</b>	<b>Evidence &amp; Chain of Custody</b>
<b>MORNING BREAK (30 min)</b>				
<i>Continued</i>	<i>Continued</i>	<i>Continued</i>	<i>Continued</i>	<i>Continued</i>
<b>TEA BREAK (15 min)</b>				
<i>Continued</i>	<i>Continued</i>	<i>Continued</i>	<i>Continued</i>	<i>Continued</i>

### Week 2

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY
DAY 6	DAY 7	DAY 8	DAY 9	DAY 10
<b>STG Management</b>	<b>STG Management</b>	<b>STG Management</b>	<b>STG Management</b>	<b>Teach-Back</b>
<b>MORNING BREAK (30 min)</b>				
<i>Continued</i>	<i>Continued</i>	<i>Continued</i>	<i>Continued</i>	<i>Continued</i>
<b>TEA BREAK (15 min)</b>				
<i>Continued</i>	<i>Continued</i>	<i>Continued</i>	<i>Continued</i>	Wrap up/Closing

## POLICY REFERENCES & RESOURCES

Each course includes a policy reference template with space to include relevant national laws, policies, executive orders, and institutional policies/procedures. This section also includes a definition of key terms and international resources used to develop this course.

RELEVANT POLICIES & PROCEDURES		
NATIONAL LAWS & POLICIES		
<b>Bureau of Experts at the Council of Ministers</b>	Receives executive orders from the King directly and processes them	<ul style="list-style-type: none"> <li>▪ <a href="https://www.boe.gov.sa">https://www.boe.gov.sa</a></li> <li>▪ <a href="#">Imprisonment and detention</a></li> </ul>
<b>National Center for Archives</b>	Directory of documents and archives	<ul style="list-style-type: none"> <li>▪ <a href="http://ncar.gov.sa">http://ncar.gov.sa</a></li> </ul>
(Placeholder)		<ul style="list-style-type: none"> <li>▪</li> </ul>
(Placeholder)		<ul style="list-style-type: none"> <li>▪</li> </ul>
INSTITUTIONAL POLICIES & PROCEDURE		
<b>General Directorate of Prisons</b>		<ul style="list-style-type: none"> <li>▪ <a href="#">GDP website</a></li> </ul>
(Placeholder)		<ul style="list-style-type: none"> <li>▪</li> </ul>
(Placeholder)		<ul style="list-style-type: none"> <li>▪</li> </ul>
(Placeholder)		<ul style="list-style-type: none"> <li>▪</li> </ul>

INTERNATIONAL STANDARDS	
Relevant Resource	Organization/Short Name
United Nations Office of Drugs and Crime (UNODC)	<a href="https://www.unodc.org">https://www.unodc.org</a>
<ul style="list-style-type: none"> <li>▪ <i>Handbook on Dynamic Security and Prison Intelligence</i></li> </ul>	UNODC
<ul style="list-style-type: none"> <li>▪ <i>Handbook on Management of Violent Extremist Prisoners and the Prevention of Radicalization to Violence in Prisons</i></li> </ul>	UNODC
<ul style="list-style-type: none"> <li>▪ <i>Preventing the Spread of Violent Extremism in the Prison Context</i></li> </ul>	UNODC
<ul style="list-style-type: none"> <li>▪ <i>Handbook on Management of High-Risk Prisoners</i></li> </ul>	UNODC
<i>The United Nations Standard Minimum Rules for the Treatment of Prisoners</i>	<a href="#">The Mandela Rules</a>
<i>The United Nations Rules for the Treatment of Women Prisoners and Non-custodial Measures for Women Offenders</i>	<a href="#">The Bangkok Rules</a>
<i>Preventing Radicalisation in Prisons</i>	Penal Reform International
<i>Prisons and Terrorism – The International Centre for the Study of Radicalisation and Political Violence (ICSR) in partnership with the National Consortium for the Study of Terrorism and Responses to Terrorism (START)</i>	ICSR/START

U.S. RESOURCES	
Relevant Resource	Organization
<i>Subject matter expert and research material</i>	U.S. Department of Justice (USDOJ), Federal Bureau of Prisons
<ul style="list-style-type: none"> <li>▪ <i>A Guide for Preparing for and Responding to Prison Emergencies</i></li> <li>▪ <i>Classification of High Risk and Special Management Prisoners</i></li> <li>▪ <i>Arizona Department of Corrections material</i></li> <li>▪ <i>Texas Department of Criminal Justice</i></li> </ul>	USDOJ, National Institute of Corrections
<i>Gang Affiliation and Restrictive Housing in U.S. Prisons</i>	USDOJ, Office of Justice Programs
<i>Security Threat Group Prevention, Identification, and Management Strategy</i>	State of California Department of Corrections and Rehabilitation
<i>General research</i>	American Correctional Association Standards for Accreditation
<i>Prison Gangs: Gang Suppression and Institutional Control</i>	Corrections 1
<i>Countering Threats to Correctional Institutional Security</i>	The Rand Corporation

## KEY TERMS & CONCEPTS

TERM	DEFINITION
<b>Security Threat Groups (STG)</b>	<ul style="list-style-type: none"> <li>▪ Organized associations of three or more individuals who collectively identify themselves based on a group identity and whose purpose in part is mutual protection and/or criminal activity</li> </ul>
<b>Gangs</b>	<ul style="list-style-type: none"> <li>▪ Associations of three or more individuals whose members collectively identify themselves by adopting a group identity to create an atmosphere of fear or intimidation and whose purpose in part is to engage in criminal activity and to use violence of intimidate to further its criminal objectives; members engage in criminal activity with the intent to enhance or preserve the group's power, reputation, or economic resources</li> </ul>
<b>Non-affiliated Group</b>	<ul style="list-style-type: none"> <li>▪ A grouping of offenders that bands together based on regional affiliations for protection and for countering other groups or gangs that attempt to intimidate or harm them; these groups are mostly from the same city, state, or province and need the safety of a group without the commitment of being in a gang</li> </ul>
<b>International Terrorists</b>	<ul style="list-style-type: none"> <li>▪ Individuals and/or groups who are inspired by or associated with designated foreign terrorist organizations or nations (state-sponsored) to commit violent, criminal acts</li> </ul>
<b>Domestic Terrorists</b>	<ul style="list-style-type: none"> <li>▪ Persons who, within their homeland perpetuate acts that are dangerous to human life and intended to intimidate or coerce a civilian population; influence domestic government policy through intimidation or coercion; and affect the conduct of the government by mass destruction, assassination, or kidnapping</li> </ul>

Knowledge Survey

المسح المعرفي



## **SPECIALIZED COURSE: Security Threat Groups & Prison Intelligence** **Knowledge Survey**

1. Security threat groups are organized associations with three or more individuals who collectively identify themselves based on a group identity and whose purpose is criminal activity and/or \_\_\_\_\_:
  - a. Radicalizing
  - b. Recruiting
  - c. Mutual protection
  - d. Terrorizing non-members
2. A grouping of offenders that bands together based on regional affiliations for protection and for countering other groups or gangs that attempt to intimidate or harm them are known as \_\_\_\_\_:
  - a. Domestic terrorists
  - b. Non-affiliated groups
  - c. Regional gangs
  - d. Transnational terrorists
3. Nearly all prison gangs comprise a single \_\_\_\_\_:
  - a. Prison system
  - b. Housing type
  - c. Ethnicity
  - d. Age group
4. The safest prisons in the world have the \_\_\_\_\_ :
  - a. Best intelligence-gathering mechanisms
  - b. Most staff members
  - c. Latest technologies
  - d. Best trained sharpshooters
5. \_\_\_\_\_ is a powerful tool for enabling prison officials to prevent escapes, predict potential events that might lead to disorder, and disrupt criminal activity within the prison.
  - a. After-action reports
  - b. Intelligence
  - c. Threat assessments
  - d. Trip authorizations
6. The following personnel should be responsible for gathering security information and passing it to the intelligence unit:
  - a. All supervisors
  - b. Only high-level managers
  - c. Only intelligence experts
  - d. All prison staff



7. The product of a series of processes in which information is collected, organized, analyzed, and interpreted to give it meaning and context is \_\_\_\_\_:
  - a. Intelligence
  - b. Raw data
  - c. Information
  - d. Policy
  
8. Raw data on a person, place, thing, or event is known as \_\_\_\_\_:
  - a. Intelligence
  - b. Raw data
  - c. Information
  - d. Policy
  
9. The four stages of the intelligence cycle are tasking, gathering, analyzing, and \_\_\_\_\_:
  - a. Identifying
  - b. Collecting
  - c. Filing
  - d. Disseminating
  
10. Intelligence-based prisons employ intelligence-based practices to ensure that strategic and operational plans are based on \_\_\_\_\_:
  - a. High-level procedures
  - b. Plans that were not fulfilled the previous year
  - c. Warden's or deputy warden's orders
  - d. Identified needs, challenges, threats, and resources
  
11. Any material left at the scene of a potential crime is referred to as \_\_\_\_\_:
  - a. Trash
  - b. Evidence
  - c. Suspicious
  - d. Proof
  
12. First responders to a crime scene must \_\_\_\_\_:
  - a. Try to find the evidence as quickly as possible
  - b. Make every effort to preserve the integrity of the scene
  - c. Avoid walking on the crime scene
  - d. Not enter the crime scene until someone else helps
  
13. First responders to a crime scene must \_\_\_\_\_:
  - a. Tend to victim until medical response arrives
  - b. Not approach the victim until the medical team arrives
  - c. Remove the victim as soon as possible
  - d. Run to get help to treat the victim
  
14. The initial responding office should document as soon as possible all activities and observations made at the scene of the crime:
  - a. Including her ideas about what happened
  - b. Except for who enters the area
  - c. Including his or her own actions
  - d. Except for her own actions



15. Identifying membership can be accomplished through intelligence, self-admission, and \_\_\_\_\_:
- Common identifiers
  - Prison rumor
  - Intuition
  - Personal attitude
16. The system that allows prison staff to manage each STG efficiently, prioritizing the groups that pose the greatest threat to security and control is known as the \_\_\_\_\_ system.
- Verification
  - Identification
  - Administration
  - Classification
17. STGs are classified according to size of the group, number of incidents linked to the group, and \_\_\_\_\_:
- Category of the group
  - Attitude of the group
  - Severity of incidents
  - Comradery within the group
18. The single most important source of intelligence available to prisons is \_\_\_\_\_:
- Communications between offenders and the outside world
  - Inside surveillance team
  - Communications between offenders
  - Communications between offenders and staff
19. Sound practices for managing STGS include communication monitoring and minimizing access to communication, live monitoring and enhanced supervision, making prison intelligence staff part of criminal or intelligence task force, and \_\_\_\_\_:
- Posting the intelligence online so that everyone is aware
  - Not sharing the intelligence with anyone in case it is incorrect
  - Sharing intelligence with outside law enforcement officials
  - Sharing intelligence only with management to keep it safe
20. The first step in managing STG groups is to \_\_\_\_\_:
- Move the STGs into one prison
  - Develop a national strategy
  - Spread the STGs among a number of prisons
  - Keep the STGs in lockdown

# Overview of Security Threat Groups



### Overview of Security Threat Groups

**Purpose:** The purpose of this module is to provide an overview of security threat groups, including categories, sociological characteristics, and typical activities both inside and outside prison.

#### **Activities:**

- Security Threat Groups in the KSA (20 min.)
- Motives for Joining Security Threat Groups (15 min.)
- Acts of Misconduct in the KSA (15 min.)
- Procedures in the KSA (25 min.)

**Estimated Time:** 1 day (4.5 hours)

### NOTES

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## Learning Objectives



- Describe sociological characteristics of security threat groups



- Discuss defining characteristics of security threat groups



- Identify potential motives for joining a security threat group



- Describe the four steps of effective security threat group management

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### Learning Objectives

These learning objectives are the essential steps to reaching the goal of the course—understanding the challenges and best practices for managing security threat groups in a prison.

### NOTES

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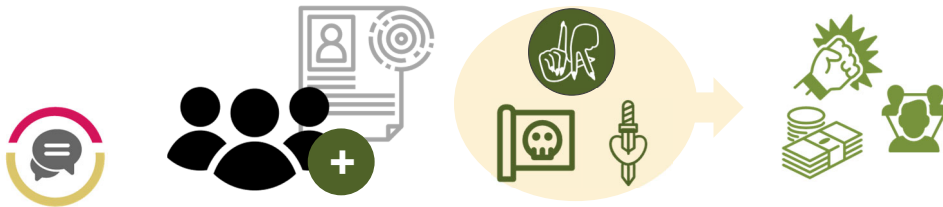






## Definition: Gangs

- An association of three or more individuals whose:
  - ✓ Members **collectively** identify themselves by adopting a **group identity** to create an atmosphere of fear or intimidation
  - ✓ Purpose, in part, is to engage in **criminal activity** and to use **violence or intimidation** to further its criminal objectives
  - ✓ Members engage in criminal activity with the intent to enhance or preserve the group's **power, reputation, or economic resources**



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### Definition: Gangs

When they hear the word *gangs*, many people think of groups of criminals in society. However, gangs are a very real, dangerous aspect of the corrections environment in many parts of the world.

Over 25 percent of newly arriving offenders into the U.S. prisons are affiliated with a gang. Gang members cause a disproportionate share of problems in the prison setting and are a significant administrative issue for prison managers.

Contemporary, sophisticated prison gangs use the prison system—and their control over life within it—as a key resource for organized criminal, and increasingly political, activity.

*NOTE: In the United States, we tend to use the terms 'STG' and 'gang' interchangeably due to how prevalent and influential they are, but for the purpose of this training, we will differentiate the two - as not all international venues have, or utilize the term 'gangs', and the term 'security threat group' more clearly defines what these groups are, and what they do.*

### NOTES

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## Definition: Non-Affiliated Groups

- A grouping of offenders that bands together based on regional affiliations for protection and for countering other groups or gangs that attempt to intimidate or harm them
- These groups are mostly from the same city, state, or province and need the safety of a group without the commitment of being in a gang



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### Non-Affiliated Groups

The non-affiliated groups are sometimes called cliques, a small group of people with established patterns of social interaction, similar social attitudes, social values, group loyalties, and mutual interest.

If gangs are like criminal organizations, cliques are like a band of criminals but without clear leadership, direction, or structure.

### NOTES

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## Definition: International Terrorist

- Individuals and/or groups who are inspired by or associated with designated foreign terrorist organizations or nations (state-sponsored) to commit violent, criminal acts



KEY TERM

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### International Terrorists

Terrorists typically perceive themselves as soldiers in a just cause. Many view violence as a proper vehicle for achieving their ends. These perspectives and values carried into prison can undermine order and discipline. Terrorist readiness to use violence in an escape attempt or to achieve goals within prison threatens prison order.

Terrorists are not ordinary offenders. They often use their time in prison to mobilize outside support, radicalize other offenders, and create operational command structures.

### NOTES

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**Definition: Domestic Terrorist**

- Persons who, within their homeland:
  - ✓ Perpetuate acts that are dangerous to human life
  - ✓ Intended to:
    - Intimidate or coerce a civilian population
    - Influence domestic government policy through intimidation or coercion
    - Affect the conduct of the government by mass destruction, assassination, or kidnapping
  - ✓ Have no actual connection to international terrorists



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**Domestic Terrorist**

Similar to international terrorism, domestic terrorism is intended to intimidate or coerce the civilian population, influence domestic government policy through intimidation or coercion, or affect the conduct of government by mass destruction, assassination, or kidnapping.

In the U.S., current domestic terrorism threats include animal rights extremists, eco-terrorists, anarchists, antigovernment extremists, such as sovereign citizens, and unauthorized militias, Black separatists, White supremacists, anti-abortion extremists, and other unaffiliated disaffected persons, including lone wolves. Domestic terrorism cases often involve firearms, arson, or explosive offenses, crimes relating to fraud, threats, and hoaxes.

**NOTES**

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## Comparisons

GANGS	NON-AFFILIATED GROUPS	INTERNATIONAL TERRORIST	DOMESTIC TERRORIST
An <b>association of three or more individuals</b> whose members adopt a <b>group identity</b> to create an atmosphere of <b>fear</b> or <b>intimidation</b>	Offenders that band together based on <b>regional affiliations</b> for protection and for countering other groups that attempt to intimidate or harm them	Individuals and/or groups who are inspired by or associated with <b>designated foreign terrorist organizations</b> or nations to commit violent, criminal acts	Persons who perpetuate acts within their <b>homeland</b> intended to intimidate or coerce a civilian population or <b>domestic government policy</b>



### Comparisons

- Gangs
- Non-affiliated groups
- International terrorists
- Domestic terrorists

### NOTES

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## Security Threat Groups in the KSA

### EXERCISE

- Explain how security threat groups are defined in the KSA
- Identify groups by name and category
- Compare and contrast basic philosophical differences among the groups



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### Security Threat Groups in the KSA

Duration	20 minutes
Purpose	The purpose of this activity is for you to discuss security threat groups in the KSA and their philosophical differences. This knowledge helps the facilitator and you adapt the information to your needs.
Materials	<ul style="list-style-type: none"> <li>• Flipchart</li> <li>• Markers</li> </ul>
Steps	<ol style="list-style-type: none"> <li>1. Work in small groups.</li> <li>2. Explain how security threat groups are defined in the KSA—e.g., international terrorists, domestic terrorists, gangs, etc.</li> <li>3. Identify the threat groups by name and category.</li> <li>4. Describe the philosophical differences between the various security threat groups.</li> <li>5. Be prepared to share with the class.</li> </ol>

### NOTES

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## Security Threat Groups in the KSA

**REGROUP**

- Security threat groups defined
- Names and categories
- Basic philosophical differences



### Security Threat Groups in the KSA

Regroups allow you the opportunity to acknowledge strengths and identify opportunities for improvement, brainstorm ideas, listen to the ideas of others, and examine even the smallest details that could lead to improvement.

**NOTES**

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## STGs in Prison

### United States

The percentage of offenders who are STG members has steadily increased

- ✓ Most are imported into the correctional system when convicted of felony crimes
- ✓ Others join STGs for the first time while incarcerated

### Kingdom of Saudi Arabia

- What is the percentage of STGs in prisons?
  - Gangs?
  - International terrorists?
  - Domestic terrorists?
  - Non-affiliated groups?

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### STGs in Prison

Over the past two decades, problems related to STGs in U.S. prisons have markedly increased.

Prisons provide fertile grounds for radicalization and recruitment efforts for terrorists and gangs alike. In the U.S., this problem exists in the formation of gangs like the Mexican mafia and white supremacist groups. It also exists in the spread of political extremists dedicated to committing acts of terrorism.

Prison gangs are criminal organizations that originated within the penal system and continue to operate within correctional facilities. They are also self-perpetuating criminal entities that continue operations outside the penal system

Extremists whose paths toward terrorism began in prisons in the U.S., UK, Morocco, France, Spain, and many other countries include numerous high-profile terrorists. In many cases, accomplices to terrorist attacks were former offenders who had served with these extremists. In one case, a member of a terrorist organization recruited others while imprisoned to participate in credit card fraud.

### Facilitator Notes

1. *PROVIDE* an overview of what a security threat group is.
2. *ENGAGE* participants in the discussion question.
3. *CALL* upon a number of participants and ask them whether they agree with the statement. Ask them to explain their answer.
4. *EXPLAIN* why the statement is true. Share any recent stories you may have about critical incidents during a transport.
5. *Before advancing to the next slide, EXPLAIN* that this course will provide guidelines to help keep the officer and the offender safe during transports.



## Sociology of Security Threat Groups

- Security threat groups band together to survive the prison environment
  - ✓ Power and influence come with number of members
  - ✓ Groups are often a substitute for family



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### Sociology of Security Threat Groups

STG offenders may voluntarily self-segregate from the rest of the prison population. For example, STG offenders may seek to move into cells or rooms with fellow members as a means of promoting solidarity. These groups then engage in deliberate efforts to take over organizational discipline in the prison.

With numbers come power and influence. Security threat groups band together to survive the prison environment. They provide security for their members, so the size of the security threat group directly translates to its power and influence.

STGs proactively recruit new members from the general prison population. New offenders typically arrive in prison feeling uncertain and afraid. Some STGs capitalize on the uncertainty by offering food, friendship, and spiritual support.

Inside or outside prison, the security threat group provides direction for individuals who are unable to function in accordance with societal norms. In this role, the group serves as a substitute for family.

### NOTES

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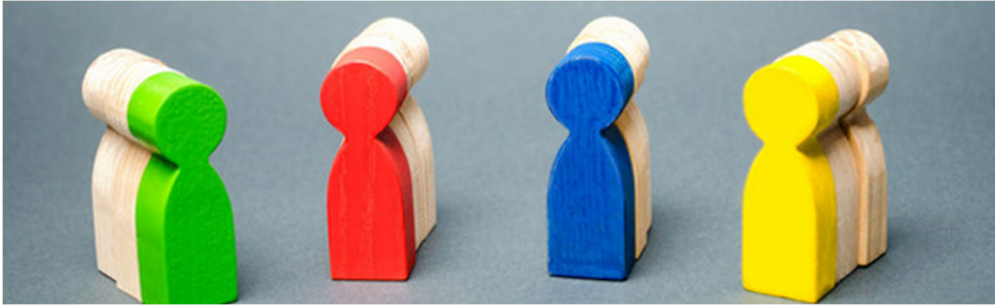
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## Commonalities

- STGs are mainly motivated by ideological violence, issue-based violence, or ethno-nationalist or separatist violence
- Race and ethnicity are the social sorters for gangs



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### Commonalities

The main motivations for STG violence can be grouped under three headings:

- **Ideological violence**
  - Political ideologies such as nationalist, neo-Nazi groups, white supremacy or hate groups that advocate the use of violence
  - Extreme interpretations of religious ideologies and beliefs that advocate the use of violence
  - Violent left-wing, anarchist, and right-wing ideologies
- **Issue-based violence**
  - Violent animal liberation and animal rights movements
  - Environmental or eco-related violent extremism
  - Anti-government or anti-globalization movements that advocate the use of violence
- **Ethno-nationalist or separatist violence**
  - Violent political or independence struggles based on race, culture, geography or ethnicity
  - Ideology, such as race supremacy

### NOTES

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## Characteristics of STGs

- The members may employ rules for joining and operating within the security threat group
- The members may meet on a recurring basis
- The security threat group may:
  - ✓ Provide physical protection to its members from others
  - ✓ Seek to exercise control over a geographic location or region or defend its perceived interests against rivals
  - ✓ Have an identifiable structure



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### Characteristics of Prison Gangs

Security threat groups build up their organizational networks inside prison through carefully developed practices. Some even provide training manuals on how to behave and organize within prison.

They use ethnic languages and script as codes to communicate secretly and to smuggle violent extremist materials.

A characteristic displayed by a number of STGs is their use of paramilitary-style hierarchical command structures, which are imported from external organizational structures into the prison. The use of such paramilitary structures and roles is in keeping with the STGs' view that they should be seen as prisoners of war. Usually one person is the designated leader. The rank and file form a hierarchy. They sometimes have a creed or motto, unique symbols of membership, and a constitution prescribing group behavior. Absolute loyalty is required.

Violent behavior is customary and can be used to move a member upward in the prison hierarchy.

### NOTES

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Videos of Gangs in Prison



Gangsters in Lockup



Videos of Gangs in Prison

The video can be found online in English at:  
<https://youtu.be/f9Q8sEW5IBk>

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## Videos of Gangs in Prison



Behind Bars- Rookie Year- Top 7 Prison Gang Moments

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### Videos of Gangs in Prison

The video can be found online in English at:

<https://youtu.be/fA5Z2e86Hns>

(Source: A&E)

### NOTES

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### Discussion

Do you agree with this statement? Do you think this is true worldwide? Why or why not?

- **The breeding ground for security threat groups begins with an excluded group who feels victimized by poverty, the establishment, or some other real or imagined injustice**
- It is fed by an anti-establishment culture of crime, hate, ideology, or racial/ethnic separatism



#### Discussion

Several studies suggest that STGs are the result of a widening economic and social divide. Excluded from mainstream society, STG members establish an alternative societal structure.

#### NOTES

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## Motives for Joining Security Threat Groups

### EXERCISE

- Identify offenders' motives or possible motives for joining the various security threat groups in the KSA
- Compare and contrast the motives to those just discussed in the U.S.



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### Motives for Joining Security Threat Groups

Duration	15 minutes
Purpose	The purpose of this activity is for you to discuss offender's motives for joining security threat groups in the KSA. This knowledge helps the facilitator and you adapt the information to your needs.
Materials	<ul style="list-style-type: none"> <li>• Flipchart</li> <li>• Markers</li> </ul>
Steps	<ol style="list-style-type: none"> <li>1. Work in small groups.</li> <li>2. Brainstorm motives that people may have for joining various security threat groups in the KSA.</li> <li>3. Compare and contrast the motives to those just discussed.</li> <li>4. Be prepared to share with the class.</li> </ol>

### NOTES

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## Motives in the KSA

### REGROUP

- Motives (or probable motives) for joining the various threat groups
- Compare and contrast to motives in the U.S.



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### Motives in the KSA

Regroups allow you the opportunity to acknowledge strengths and identify opportunities for improvement, brainstorm ideas, listen to the ideas of others, and examine even the smallest details that could lead to improvement.

### NOTES

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# Prison Violence

## العنف في السجن

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### NOTES

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### Prison Violence

- Security threat groups bring a different characteristic to prison violence
- A violent incident involving an STG member expands the pool of future victims and offenders because of the collective group identity



#### Prison Violence

Security threat groups are responsible for a disproportionate amount of prison misconduct and violence; their presence and actions challenge ongoing efforts to maintain control, order, and safety in prisons.

Motivated by a desire to be at the top of the prison's offender power structure, STGs exploit the inherent weaknesses resulting from overcrowded, understaffed prisons. An offender's place in the prison hierarchy is determined by individual characteristics.

One of the major characteristics that determine whether an offender will occupy a place in the prison hierarchy where she is less likely to be victimized is involvement in an STG. Those who become prominent members will be in the uppermost echelons of the prison hierarchy. One major difference between STG and other offenders is that the security threat groups are more likely to have a constituency in the form of vocal supporters on the outside, which adds to their "status."

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### STG Criminality (Inside and Outside Prison)

- Criminality is committed in furtherance of reputation and influence
- This influence can breach prison walls
- STG members communicate with many outside persons who help coordinate and communicate their organization's business activity



#### **STG Criminality (Inside and Outside Prison)**

Outside persons—spouses, lawyers, friends, etc.—send money in and receive illicit funds from offenders, visit multiple offenders to coordinate illicit activity, mail letters and re-route letters to and from offenders, and at times do the gang's bidding (assaults, murders, smuggling drugs, etc.) outside prison walls.

#### **NOTES**

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## Acts of Misconduct in the KSA

**EXERCISE**


- On a flipchart, list common acts of misconduct associated with KSA STG offenders
- Explain whether outside enablers are common
- Describe methods of communication
- Compare to U.S. STG misconduct



Work in Groups

➔


Share Response



15 – 20 min.

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Acts of Misconduct in the KSA	
Duration	15-20 minutes
Purpose	The purpose of this activity is for you to discuss acts of misconduct in the KSA. This knowledge helps the facilitator and you adapt the information to your needs.
Materials	<ul style="list-style-type: none"> <li>• Flipchart</li> <li>• Markers</li> </ul>
Steps	<ol style="list-style-type: none"> <li>1. Work in small groups.</li> <li>2. Using a flipchart, identify common acts of misconduct associated with STG offenders in the KSA.</li> <li>3. Explain whether outside facilitators (family, friends, etc.) help the offender commit the crime.</li> <li>4. Compare the list you created to the misconduct discussed earlier in the slides.</li> <li>5. Be prepared to share with the class.</li> </ol>

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### Security Threat Groups in the KSA

**REGROUP**

- Common acts of misconduct
- Outside enablers, if any
- Methods of communication
- Compare list to U.S. STG misconduct



### Security Threat Groups in the KSA

Regroups allow you the opportunity to acknowledge strengths and identify opportunities for improvement, brainstorm ideas, listen to the ideas of others, and examine even the smallest details that could lead to improvement.

### NOTES

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## Managing Security Threat Groups

## إدارة مجموعات التهديد الأمني

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### NOTES

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## Managing Security Threat Groups

- Effective security threat group management within prisons requires a comprehensive strategy that includes
  - ✓ Prevention
  - ✓ Identification
  - ✓ Interdiction
  - ✓ Rehabilitation
- Management starts with policy



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### Managing Security Threat Groups

Every agency or department needs policies dealing with security threat groups in its prisons. That policy should explain how the agency defines a security threat group. Is there a minimum number of people belonging to the group to make it an STG? Does there have to be a criminal element to make the group an STG?

Key issues of managing gangs include management choices such as:

- Tracking gang membership or focusing on individual behavior
- Dispersing STG members throughout prisons or centralizing them in one location
- Adopting the most effective control measures

### NOTES

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## Managing Security Threat Groups

- 1 Identify STG offenders
- 2 Establish controls to monitor financial transactions
- 3 Monitor telephone interactions
- 4 Review incoming and outgoing mail
- 5 Examine visitor records for suspicious activity
- 6 Recognize radicalization efforts
- 7 Identify avenues for radicalization

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### Managing Security Threat Groups

The first step to controlling STG activity is to successfully identify potential members. Upon intake, offenders are subject to a process of classification for housing purposes by classification specialists who are trained in identifying potential STG members.

Prison investigators must first identify STG offenders, and then put controls in place to monitor financial transactions, telephone interactions, and incoming and outgoing mail. They must review visiting records for suspicious activity. In addition, prison officials must limit radicalization and recruitment efforts and know what avenues for radicalization and recruitment are and whether they are taking place.

### NOTES

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### Managing Security Threat Groups

- All STG offenders come under one umbrella for management purposes
- For prison security, procedures are consistent for:
  - ✓ Gangs
  - ✓ Non-affiliated groups
  - ✓ International terrorists
  - ✓ Domestic terrorists



#### Managing Security Threat Groups

Does KSA separate international terrorist and domestic terrorist offenders? Discuss in group setting.

Additional oversight may be implemented but tracking and management are similar.

#### NOTES

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## Procedures in the KSA

### EXERCISE

- Describe the types of procedures you would put in place to deal with security threat groups
- Be prepared to share and compare with the class



Work in Groups



Share Response

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### Procedures in the KSA

Duration	25 minutes
Purpose	The purpose of this activity is for you to describe the types of procedures you would put in place to deal with security threat groups.
Materials	<ul style="list-style-type: none"> <li>• Flipchart</li> <li>• Markers</li> </ul>
Steps	<ol style="list-style-type: none"> <li>1. Work in small groups.</li> <li>2. Describe the types of procedures you would put in place to deal with security threat groups.</li> <li>3. Be as thorough as possible.</li> <li>4. Be prepared to share with the class.</li> </ol>

### NOTES

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## Security Threat Groups in the KSA

### REGROUP

- Types of procedures
- Share and compare with the class



### Security Threat Groups in the KSA

Regroups allow you the opportunity to acknowledge strengths and identify opportunities for improvement, brainstorm ideas, listen to the ideas of others, and examine even the smallest details that could lead to improvement.

### NOTES

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## Summary

### Topics

- ✓ Organization and Characteristics
- ✓ STGs in Prison
- ✓ Prison Violence
- ✓ Managing Security Threat Groups

### Knowledge Check

In your group, answer the following:

- What is the most important point you learned today?
- What point remains least clear to you?



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### Summary and Knowledge Check

1. Review notes from this module.
2. Work with your group to respond.

### NOTES

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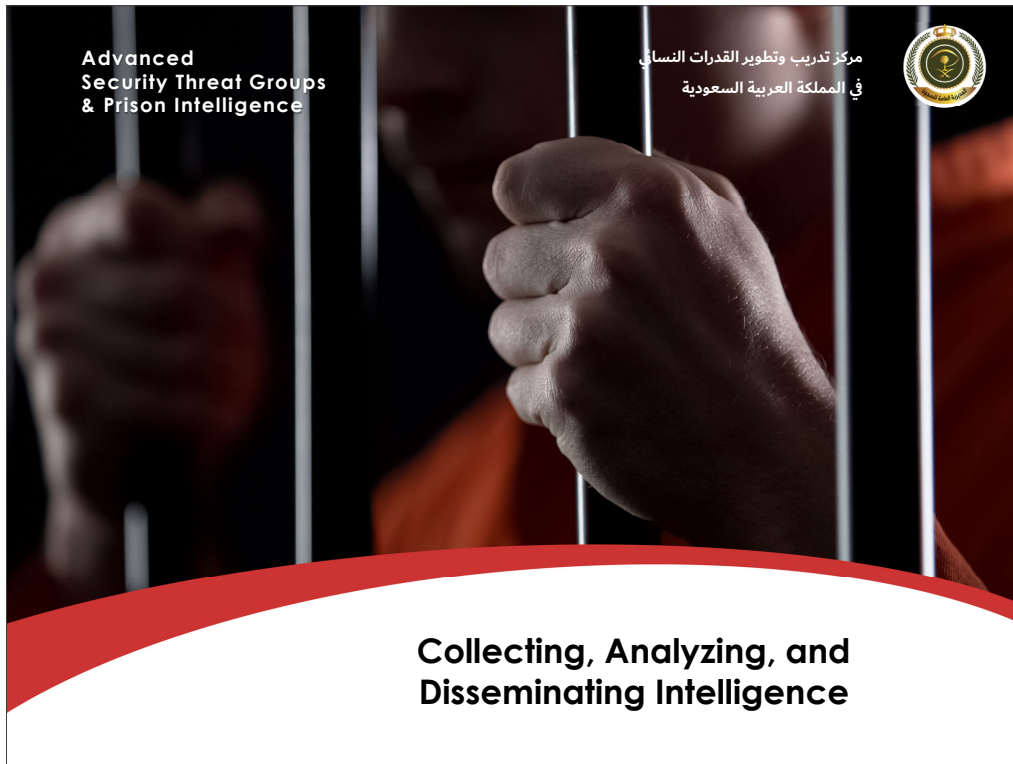


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# Collecting, Analyzing, and Disseminating Intelligence



**Collecting, Analyzing, and Disseminating Intelligence**

Purpose: The purpose of this module is to explain intelligence-based corrections and provide guidance on intelligence gathering, analysis, and dissemination in a prison setting.

**Activities:**

- Prison Systems in the KSA (15 min.)
- Intelligence Scenarios (30 min.)
- Intelligence Gathering in KSA Prisons (20 min.)
- Analyzing Information (45 min.)
- Intelligence Practices in the KSA (20 min.)
- Final Activity: Prison Intelligence System (2 hours)

**Estimated Time:** 3 days (13.5 hours)

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### Learning Objectives



▪ Summarize intelligence-based corrections practices



▪ Explain the difference between information and intelligence



▪ Explain the intelligence cycle



▪ Identify intelligence based on the five human senses

▪ Determine whether a given scenario is reportable intelligence

▪ Analyze intelligence to form actionable conclusions

▪ Create a prison intelligence system



#### Learning Objectives

These learning objectives are the essential steps to reaching the goal of the course—understanding the challenges and best practices for managing security threat groups in a prison.

#### NOTES

Blank lines for taking notes.



## Intelligence-Based Corrections Practices

### ممارسات الإصلاحيات القائمة على الاستخبارات

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#### NOTES

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## Introduction

- The safest prisons in the world have the best intelligence gathering mechanisms
- These prisons employ intelligence-based practices to ensure that strategic and operational plans are based on identified needs, challenges, threats, and resources



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### Introduction

Most recent events in Federal prisons in the U.S. that resulted in foiling offenders' plans for escape, drug trafficking, gang activity, or assaults were a direct result of effective intelligence operations.

Prison intelligence systems have existed for many years, even if not formalized. Some intelligence approaches are intuitive—for example, prison staff may keep a mental note of the habits of certain offenders or cultivate special relationships with some offenders who provide inside information.

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## Intelligence-Based Corrections

- Best practices dictate that a prison intelligence system be in place for all prisons
- All prison staff should be responsible for gathering security information and passing it to the intelligence unit

Discussion: What traits should an intelligence officer have?



### Intelligence-Based Corrections

The objective of a prison intelligence system is to identify threats before they become incidents. For example, if intelligence identifies the possibility of an offender planning an escape, prison authorities can move the offender to a more secure location.

The intelligence unit may consist of one intelligence officer or a whole team. It should be part of the prison security team. The unit should be responsible for analyzing and disseminating intelligence.

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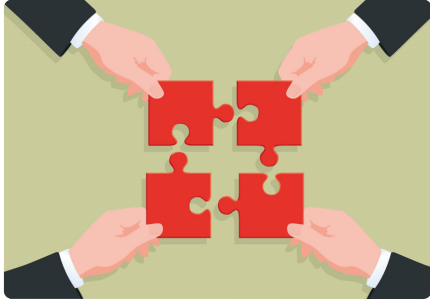
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## Requirements for an Intelligence Unit



- ✓ People
- ✓ Organization
- ✓ Supply
- ✓ Training
- ✓ Equipment
- ✓ Doctrine



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### Requirements for an Intelligence Unit

**People:** Staff must be recruited, selected, and placed where they are the most effective.

**Organization:** The intelligence unit must be developed and flexible to allow for change in priorities and projects.

**Supply:** The unit must be appropriately resourced with the best technology, infrastructure, and facilities.

**Training:** A dedicated training program must exist within the unit to train selected staff both within the unit and the prison in general.

**Equipment:** Equipment such as scanners, digital cameras, communications equipment, and mobile phone readers must be available.

**Doctrine:** Standard operating procedures and a defined command structure within and outside the unit must be in place.

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## Categories of Intelligence

Three main categories of intelligence for corrections:

1. **Strategic**—helps prison administrators identify and respond to new and changing threats
2. **Operational**—helps line managers deploy resources to ensure maximum efficiency
3. **Tactical**—helps staff respond effectively to an identified localized risk



### Categories of Intelligence

**Strategic intelligence** includes the identification of security threat groups, membership strength, rules of membership, recruiting efforts, recognition features such as tattoos, skills levels, preferred tactics, outside support, feuds with other groups, etc.

**Operational intelligence** includes informed knowledge of current or pending criminal activity, such as drug introduction/distribution, escapes, planned violence, etc. Operational intelligence is a critical element in preventing, deterring, and interdicting violence and unrest.

**Tactical intelligence** helps corrections officers conduct day-to-day activities more safely and respond to any localized or individualized threat.

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## Policies and Procedures

- Intelligence operations must comply with policy and procedural guidelines
- Policy should be developed to address all elements of the intelligence process



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### Policies and Procedures

Policies and procedures must be in place to govern the conduct of intelligence activities. Policies and procedures should address all elements of the intelligence process, including dissemination. Regardless of how critical the intelligence is, it loses its value if it is not disseminated to the right people in a timely manner.

Policies and procedures should cover at least the following:

- Collection, assessment, and analysis of information and intelligence
- Recording and logging of information and intelligence
- Returning to previously recorded and logged information to analyze and use it
- Security of intelligence standards
- Reports and briefings

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## Defining Intelligence

### Information

Raw data on a person, place, thing, or event



### Intelligence

The product of a series of processes in which information is collected, organized, analyzed, and interpreted to give it meaning and context

The information is gained from one or more of the five human senses

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### Defining Intelligence

Information is raw data: person, place, thing, or event.

Intelligence is the product of a series of processes in which information is collected, organized, analyzed, and interpreted to give it meaning and context. This meaning and context allow prison operators to make good decisions regarding local security priorities, risks, and objectives. It allows prison authorities to make good decisions based on identified risks.

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## Prison Systems in the KSA

**EXERCISE**

- Is your prison intelligence-based? Explain.
- Do you have an established intelligence system? Explain.
- Do you have an informal intelligence system? Explain.




Your prison system

→

Share with the class

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Prison Systems in the KSA	
Duration	15 minutes
Purpose	The purpose of this activity is for you to discuss prison systems in the KSA. This knowledge helps the facilitator and you adapt the information to your needs.
Materials	<ul style="list-style-type: none"> <li>Flipchart</li> <li>Markers</li> </ul>
Steps	<ol style="list-style-type: none"> <li>1. Work in small groups.</li> <li>2. Respond to each of the three questions.</li> <li>3. Be prepared to share your responses and to compare and discuss responses from other groups.</li> </ol>

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### Prison Systems in the KSA

**REGROUP**

- Is your agency intelligence-based?
- Do you have an established intelligence system?
- Do you have an informal intelligence system?



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**Prison Systems in the KSA**

Regroups allow you the opportunity to acknowledge strengths and identify opportunities for improvement, brainstorm ideas, listen to the ideas of others, and examine even the smallest details that could lead to improvement.

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## Why Intelligence-Based Prisons?

- Many security threat group members enter prison with advanced technological skills in:
  - ✓ Illicit communications
  - ✓ Computers
  - ✓ Security electronics
  - ✓ Explosives fabrication
  - ✓ Paramilitary tactics
  - ✓ Automatic weaponry
  - ✓ Outside tactical and logistical support



### Why Intelligence-Based Prisons?

In the U.S. federal prisons, effective intelligence operations are responsible for thwarting offender plans for escape, drug trafficking, gang activity, and assaults.

International trends show that criminal networks continue to exist within prisons. Criminals make contacts while in prison and, in some cases, extend, their criminality beyond the prison system. Some offenders will also plan escapes and initiate activities intended to undermine the good order of the prison. Others will seek to corrupt or manipulate staff and attempt to have things smuggled into the prison.

To ensure that the prison authorities can identify these activities, all prisons should have in place a structured prison intelligence system to enable security and related information to be gathered and evaluated.

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# Intelligence Cycle

## دورة الاستخبارات

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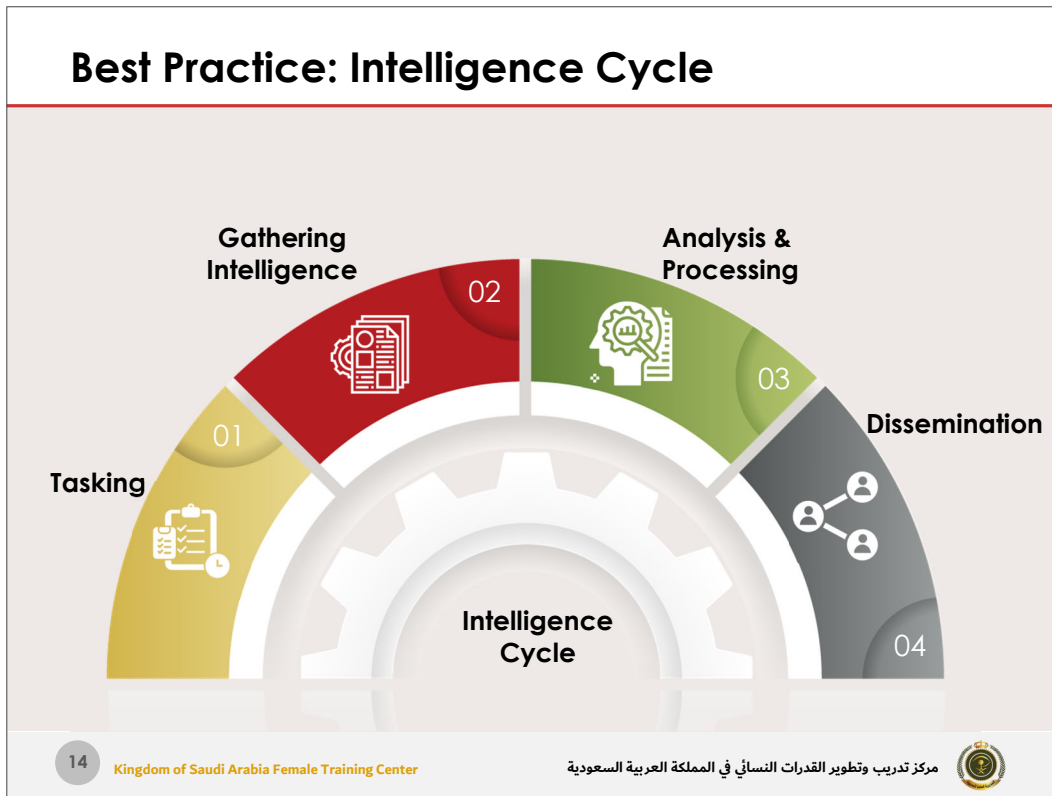
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**Best Practice: Intelligence Cycle**

The intelligence process consists of a series of functions which, in their totality, validate and provide broader meaning to raw information. The functions in sequence are tasking; gathering, analysis and processing, and dissemination. This sequence of functions is also referred to as the *intelligence cycle*, by which raw information is converted into useful intelligence that can be used for decision-making.

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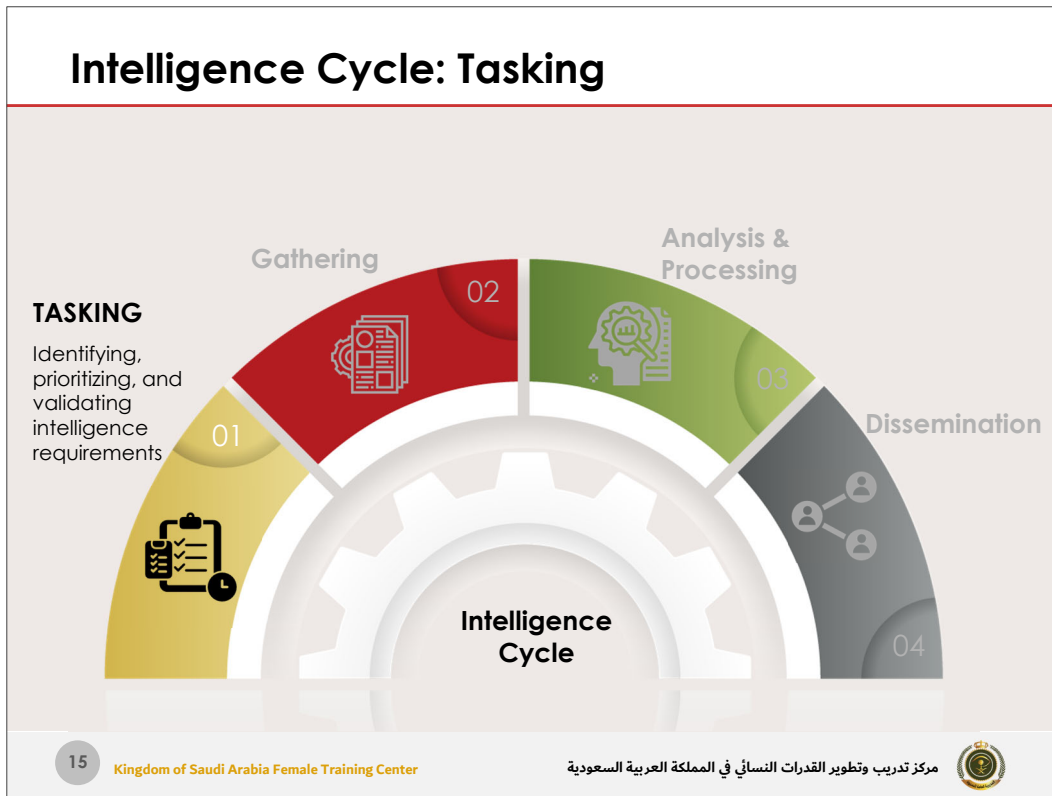
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**Intelligence Cycle: Tasking**

The first step in the cycle, tasking, consists of identifying, prioritizing, and validating intelligence requirements.

Specific collection capabilities are tasked, based on the type of information required. A collection plan is developed during this phase as well as assignment of tasks to various prison operators and intelligence staff. Normally, everyone who comes into contact with offenders is tasked with reporting information and any concerns relating to security.

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## Knowledge Check

In your group, answer the following:

- What is the definition of intelligence



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### Knowledge Check

Write down the definition of intelligence in your own words

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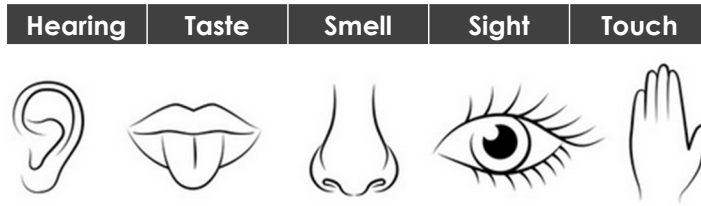


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### Discussion: Identifying Intelligence

- Identify five examples of intelligence for each of the five human senses:



#### Discussion: Identifying Intelligence

The five senses - sight, taste, touch, hearing and smell – collect information about our environment that are interpreted by the brain. We make sense of this information based on previous experience (and subsequent learning) and by the combination of the information from each of the senses.

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## Intelligence Scenarios



**EXERCISE**

- Read the prison-based scenarios
- Determine whether each scenario is or is not a reportable intelligence item by checking the appropriate box
- Select the top five scenarios in terms of importance for intelligence staff to know

Work in your groups

➔

Make a determination

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Intelligence Scenarios	
Duration	30 minutes
Purpose	The purpose of this activity is for you to determine whether a situation is or is not practical intelligence.
Materials	<ul style="list-style-type: none"> <li>• Flipchart</li> <li>• Markers</li> <li>• Scenarios</li> </ul>
Steps	<ol style="list-style-type: none"> <li>1. Work in small groups.</li> <li>2. Read the scenarios.</li> <li>3. Determine whether the situation in the scenario is or is not practical intelligence.</li> <li>4. Next to each scenario, mark the appropriate box: <input type="checkbox"/> Is or <input type="checkbox"/> Is not.</li> <li>5. Prioritize the scenarios by selecting the top five in terms of importance for security staff to know.</li> <li>6. Be prepared to share your responses.</li> </ol>

### NOTES

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## Intelligence Gathering in KSA Prisons

### EXERCISE

- Explain intelligence gathering practices in KSA prisons.
- Identify areas in which you may want to incorporate best practices just discussed. Explain.
- Identify areas in which the U.S. may want to incorporate KSA practices. Explain.



### Intelligence Gathering in KSA Prisons

Duration	20 minutes
Purpose	The purpose of this activity is discuss and compare best practices in intelligence gathering.
Materials	<ul style="list-style-type: none"> <li>• Flipchart</li> <li>• Markers</li> </ul>
Steps	<ol style="list-style-type: none"> <li>1. Work in small groups.</li> <li>2. Brainstorm with your group members and explain the intelligence gathering practices—either formal or informal—in KSA prisons.</li> <li>3. Identify areas in which you may want to incorporate other best practices covered in this module.</li> <li>4. Identify areas in which the other prison systems may want to incorporate KSA practices.</li> <li>5. EXPLAIN your responses—why you may want to incorporate other best practices, and why other prison systems may want to incorporate KSA best practices.</li> <li>6. Be prepared to share your responses.</li> </ol>

### NOTES

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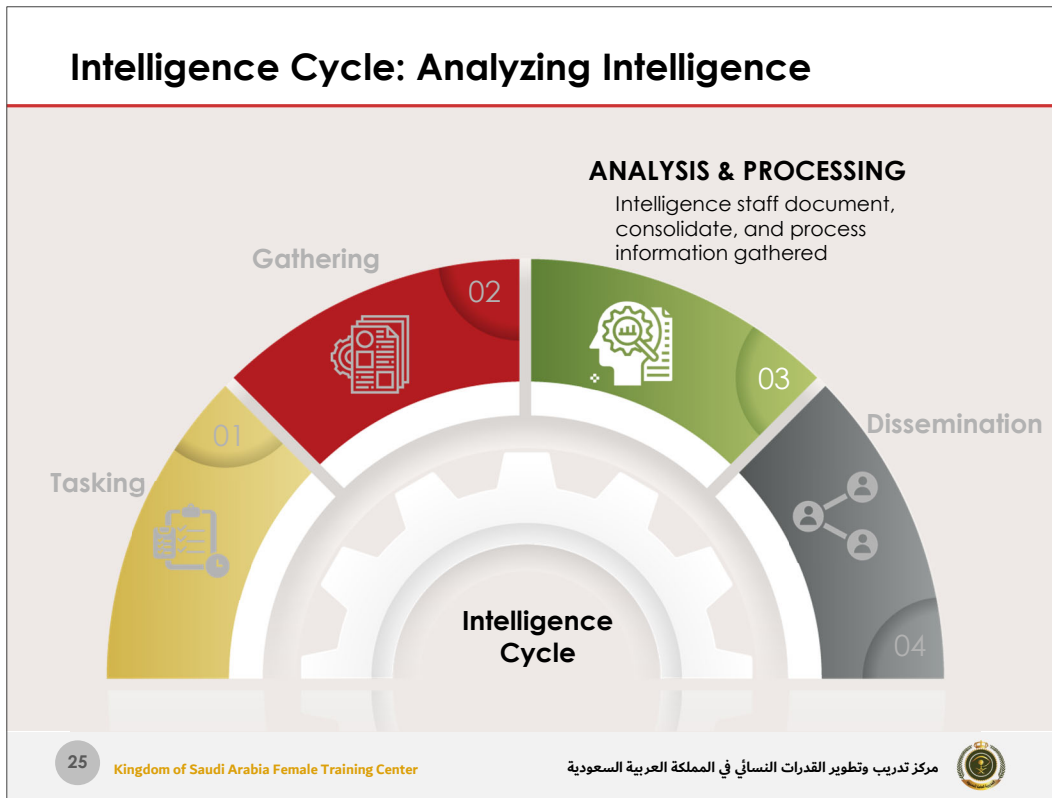
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**Intelligence Cycle: Analyzing Intelligence**

During the analysis stage, intelligence staff document, consolidate, and process information gathered.

Bits and pieces of seemingly unrelated information are compared and sequenced to show a pattern, linkage, or meaning.

Analysis considers information in context, draws conclusion as to what it means, highlights gaps in existing knowledge, suggests what is likely to happen next and makes recommendations as to possible future action.

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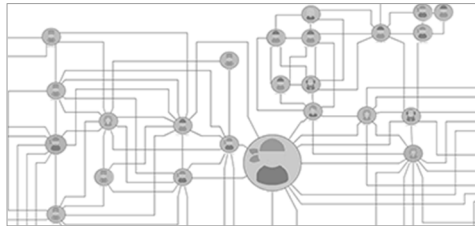
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## Analyzing Intelligence

Tools for analyzing:

- Link analysis (either manually or computer-based) to identify possible misconduct and/or criminal activity involving offenders and outside persons
- Targeting based on intelligence material
- Maintaining white boards with a blueprint of the prison



### Analyzing Intelligence

Targeting is increased scrutiny on individual offenders based on intelligence received—it should not be based on personal feelings or bias.

Link analysis is a process of finding connections between different entities, such as connecting offenders to other offenders or offenders to criminal acts or misconduct. Link analysis puts information into a graphic format and context that will clarify relationships.

Post and maintain white boards with a blueprint of the prison. Every time an incident occurs, a push pin (color coded for type of incident) is placed where the incident took place. This allows tracking by area. This also allows staffing adjustments and offender relocations (link to internal classification procedures). You can also track incidents by unit, by work detail, by area, by race, by STG, by religious preference, and by time of day or night.

### NOTES

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## Analyzing Intelligence



- The result of the analysis is the intelligence product
- Prison officials rely on the intelligence to make decisions that reflect identified risks



### Analyzing Intelligence

The results of the analysis may be presented in a number of formats ranging from in-depth reports on complex strategic issues (such as drug trafficking) to a short oral briefing about an issue (escape attempt, prisoner using a mobile phone).

The information is like a jigsaw puzzle to the analyst. When the pieces of information are joined together, a picture begins to emerge. Regardless of how insignificant one piece alone may appear, it becomes part of the picture.

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### Case Study: Violent Escape Attempt

- Intelligence indicated a violent escape attempt was in planning stages
- Analysis of available information resulted in dramatic hypothesis that members of at least two other groups would support the violent attempt
- Officials were able to confirm the information, prevent the escape, and prosecute the domestic leader and several associates



#### Case Study: Violent Escape Attempt

Intelligence, corroborated through various forms of surveillance, indicated that a violent escape attempt was in the planning stages. The STG also planned a coordinated assault on the perimeter and related targets in the community.

Based on what the staff knew of the groups and the situation, they believed that more offenders would be involved. Analysis of available information resulted in the hypothesis that members of another group would support the escape attempt and possibly even participate.

Through direct surveillance, communications intercepts, and other collection efforts, officials discovered that three members of the suspected associate groups were involved.

In this case, intelligence resulted in the prevention of the escape and successful prosecution of those involved and undoubtedly prevented loss of life, major destruction of government property, and victimization of community members.

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## Analyzing Information

**EXERCISE**

- Analyze the material provided to your group
- Determine what information is useful
- Determine potential risks
- Be prepared to share with class

BASE SCENARIO  
AND INJECTS

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Analyzing Information	
Duration	45 minutes
Purpose	The purpose of this activity is to analyze realistic scenarios to determine what information is useful as intelligence and any potential risks the information may disclose.
Materials	<ul style="list-style-type: none"> <li>• Flipchart</li> <li>• Markers</li> <li>• Scenarios and Injects</li> </ul>
Steps	<ol style="list-style-type: none"> <li>1. Work in small groups.</li> <li>2. Analyze the information provided to you.</li> <li>3. Determine what information is useful and what is not.</li> <li>4. Then determine potential risks (your hypothesis of the intelligence).</li> <li>5. Be prepared to share your responses.</li> </ol>

### NOTES

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## Analyzing Information

- What information was useful?
- What potential risks have you exposed as a result of the intelligence?
- What are your next steps?



### Analyzing Information

Regroups allow you the opportunity to acknowledge strengths and identify opportunities for improvement, brainstorm ideas, listen to the ideas of others, and examine even the smallest details that could lead to improvement.

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## Discussion: Sharing Intelligence

- How is vital intelligence communicated to staff in your prison?
- Was there a time when you needed intelligence you didn't have?
- Have you ever learned through an intelligence briefing about a potential situation you later encountered during your shift?



### Discussion: Sharing Intelligence

Prison officials may elect to share the information in various ways, such as:

- Structured formalized reports
- Structured and formal oral presentations with supporting documentation
- Weekly overviews in the form of bulletins
- Ad-hoc briefing to intelligence and investigative teams

Prison officials will determine with whom the information will be shared.

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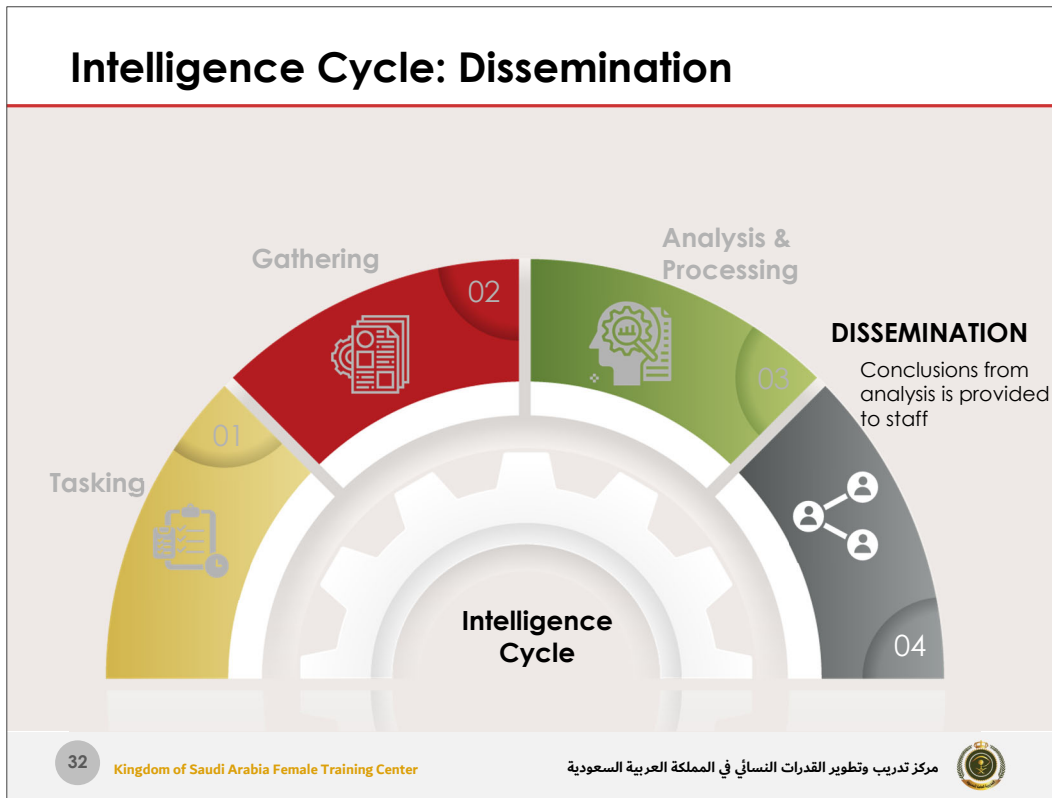
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**Intelligence Cycle: Dissemination**

The final step of the intelligence cycle is to provide conclusions from the analysis to staff. Dissemination can be oral, provided in written briefings, posted on secure internal sites, provided in shift change meetings, and many other forums.

Prison administration base strategic decision-making on intelligence reports. Front-line staff need intelligence to help keep their shifts safe and orderly.

On the other hand, the value of intelligence can be lost if it is distributed so widely as to compromise security.

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## External Sharing of Intelligence

- Prison intelligence units should be integrated into local cooperative task force type entities to allow for sharing of intelligence
  - ✓ In the U.S., state and federal prison intelligence units are active partners in joint task forces and national gang initiatives

Discussion:

- Why do you think being active partners in joint task forces and national gang initiatives is important?
- What intelligence resources will a prison bring into a joint task force?



### External Sharing of Intelligence

The timely sharing of intelligence with external partners allows for enhanced security and improvements in overall operational efficiency. Sharing is based on need to know.

Prisons should have policies and procedures in place for sharing information with external partners. Generally, intelligence should be shared as widely as possible if procedures are followed.

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## Intelligence Practices in the KSA

**EXERCISE**

- Create a list of the following:
  - ✓ Common internal intelligence
  - ✓ Common external intelligence
  - ✓ Other common information that is useful in your prison
- Identify whether the intelligence can be shared internally, externally, compartmentalized, or not shareable



Use a flipchart


➔

Be prepared to share

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Intelligence Practices in KSA Prisons	
Duration	45 minutes
Purpose	The purpose of this activity is to create a list of common internal and external intelligence your prison uses.
Materials	<ul style="list-style-type: none"> <li>Flipchart</li> <li>Markers</li> </ul>
Steps	<ol style="list-style-type: none"> <li>1. Work in small groups.</li> <li>2. Create lists of common internal intelligence your prison uses, common external intelligence your prison uses, and other information that is useful to your prison.</li> <li>3. For each list, note whether the intelligence can be shared internally or externally or whether it is compartmentalized or not shareable.</li> <li>4. Be prepared to share your responses.</li> </ol>

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## Intelligence Practices in the KSA

- Common internal intelligence?
- Common external intelligence?
- Other common information that is useful in your prison?
- Shareable? With whom? Not shareable?



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### Intelligence Practices in the KSA

Regroups allow you the opportunity to acknowledge strengths and identify opportunities for improvement, brainstorm ideas, listen to the ideas of others, and examine even the smallest details that could lead to improvement.

### NOTES

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## Case Study on Not Sharing Intelligence

- In 1991, a young woman was kidnapped and held captive for the next 18 years by a convicted sex offender on parole.
- Multiple opportunities to share intelligence that could have brought the case to closure were missed over the next 18 years.
- The case was solved in two days after an officer reached out and shared information considered suspicious.



### Case Study on Not Sharing Intelligence

After the young woman was kidnapped, the parolee had numerous contacts with state parole agents, federal parole agents, law enforcement officers, fire department officials, and prison officials.

However, parole agents failed to contact local public safety agencies to share information regarding contact they had with the parolee.

He was even arrested during this time on a parole violation and spent approximately four weeks in prison. Neighbors called local law enforcement because he had several tents in his backyard with people—including children—living in them.

The parolee's name was queried in a law enforcement database on several occasions.

Finally, an employee at a university contacted police because she was concerned by the parolee's behavior. An officer from the police department later contacted his parole officer and advised that the parolee had been at their campus, which was beyond the 25-mile travel restriction placed upon him. The parolee was located the following day and arrested. The case of a child missing for 18 years was solved in two days after an officer reached out and shared information considered suspicious.

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## Final Activity: Prison Intelligence System

### EXERCISE

Using your responses to previous activities as a guide, create a prison intelligence system that includes:

- A prison intelligence unit
- A system for gathering, analyzing, and disseminating intelligence



Prison Intelligence System	
Duration	2 hours
Purpose	The purpose of this activity is to apply the knowledge you gained in this module toward creating an intelligence system for your prison.
Materials	<ul style="list-style-type: none"> <li>• Flipchart</li> <li>• Markers</li> </ul>
Steps	<ol style="list-style-type: none"> <li>1. Use the activities that you worked on previously in this module as a guide.</li> <li>2. Create an intelligence system for your prison that includes an intelligence unit—include number of people in the unit, their rank, and title.</li> <li>3. Create a system for gathering, analyzing, and disseminating intelligence, including policies and procedures.</li> <li>4. Be prepared to share with the class.</li> </ol>

### NOTES

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## Prison Intelligence System

### REGROUP

- Prison intelligence system that includes:
  - A prison intelligence unit
  - A system for gathering, analyzing, and disseminating intelligence



### Prison Intelligence System

Regroups allow you the opportunity to acknowledge strengths and identify opportunities for improvement, brainstorm ideas, listen to the ideas of others, and examine even the smallest details that could lead to improvement.

### NOTES

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## Summary

**Topics**

- ✓ Intelligence-based Corrections Practices
- ✓ Information and Intelligence
- ✓ Intelligence Cycle

**Knowledge Check**

In your group, answer the following:



- What is the most important point you learned today?
- What point remains least clear to you?

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**Summary and Knowledge Check**

1. Review notes from this module.
2. Work with your group to respond.

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# Evidence and Chain of Custody



**Evidence and Chain of Custody**

**Purpose:** The purpose of this module is to provide guidelines and explain best practices for evidence collection, evidence preservation, and chain of custody.

**Activities:**

- Prison-Based Crimes (15 min.)
- Responsibilities of First Responders (30 min.)
- Search Procedures (30 min.)
- Evidence Collection Considerations (25 min.)

**Estimated Time:** 1 day (4.5 hours)

**NOTES**

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## Learning Objectives



- Describe the five steps that must be taken with evidence



- Identify common prison-based crimes



- Demonstrate proper crime scene procedures for first responders



- Demonstrate search procedures

- Determine evidence collection procedures for different types of evidence

- Identify tools used in evidence collection



### Learning Objectives

These learning objectives are the essential steps to reaching the goal of the course—understanding the challenges and best practices for managing security threat groups in a prison.

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# Evidence الدليل

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## NOTES

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## Evidence


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- Evidence refers to any material left at the scene of a potential crime
- This material must be:
  - ✓ Identified
  - ✓ Collected
  - ✓ Preserved
  - ✓ Stored
  - ✓ Made available for use in a civil or criminal trial

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**Evidence**

Evidence collection is a vital component of the investigation into crimes committed inside a prison. By following proper procedures for dealing with evidence, prison staff can help ensure the successful prosecution of criminal activity that occurs within the prison's walls.

*Evidence* refers to any material left at the scene of a potential crime. This material must be identified, collected, preserved, stored, and made available for use in a civil or criminal trial. The level to which each of these processes is accomplished will directly affect the quality of the prosecution's case. Therefore, all evidence-related activities must be conducted in accordance with established prosecutorial guidelines.

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## Prison-Based Crimes

**EXERCISE**

- Identify common prison-based crimes
- Describe the types of crime scene(s) typical to each crime
- Review the types of evidence that may be collected as part of an investigation




Work in your group

➔

Be prepared to share

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Prison-Based Crimes	
Duration	20 minutes
Purpose	The purpose of this activity is for you to think about crimes that might occur in a prison and imagine the type of crime scene typical for the crime, including evidence that may be left behind.
Materials	<ul style="list-style-type: none"> <li>• Flipchart</li> <li>• Markers</li> </ul>
Steps	<ol style="list-style-type: none"> <li>1. Work in small groups.</li> <li>2. Identify common crimes that occur in a prison.</li> <li>3. Explain the type of crime scene typical for each crime.</li> <li>4. Describe the type of evidence that may be collected as part of an investigation—e.g., an offender assaults a staff member in a prison office. What might the crime scene look like? What evidence might an investigator collect? Responses should include CCTV video, pictures of the crime scene, weapons, oral statements (victim and offender), etc.</li> <li>5. Be prepared to share with the class.</li> </ol>

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### Control Offenders in the Area

- Quickly contain and control the incident area
  - ✓ Isolate and contain the area to prevent the incident from escalating
  - ✓ Activate lockdown to secure all offenders in place and prevent movement
  - ✓ Ensure vulnerable offenders, such as juveniles and offenders with mental or physical disabilities, are especially protected



#### Control Offenders in the Area

Prison staff members who initially respond to an incident should resolve it when possible. When resolving it is not possible, prison staff members should isolate and contain the area to prevent the incident from escalating.

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## Set Up a Secure Perimeter

- Conduct an initial assessment of the extent of the crime scene(s) and then establish and control its boundaries
- Set up physical barriers (ropes, cones, crime scene barrier tape, personnel, other equipment) or use existing boundaries (doors, walls, gates)

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### Set Up a Secure Perimeter

Defining and controlling boundaries help protect and secure the crime scene. The number of crime scenes and boundaries are determined by location and type of crime. Boundaries are established beyond the initial scope of the crime scene with the understanding that they can be reduced in size if necessary.

First responders should do the following:

- Identify potential points and paths of exit and entry of suspects and witnesses as well as places where the victim/evidence may have been moved
- Set up physical barriers (ropes, cones, crime scene barrier tape, available vehicles, personnel, other equipment) or use existing boundaries (doors, walls, gates)

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### Evidence Collection Team

- Once the evidence collection team arrives on scene, first responders should shift to securing the scene
  - ✓ Control the flow of personnel entering and leaving the scene to maintain integrity of the scene
  - ✓ Set up and maintain a logbook to track all people entering the scene
  - ✓ Note any events occurring in or around the scene



#### Evidence Collection Team

When the evidence collection team arrives, first responders should concentrate on securing the scene by:

- Controlling the flow of personnel entering and leaving the scene to maintain integrity of the scene
- Putting measures in place to preserve/protect evidence that may be lost or compromised
- Documenting all people entering and leaving the scene after boundaries have been established

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## Establish a Record

- The initial responding office should document as soon as possible all activities and observations made at the scene of the crime, including:
  - ✓ Persons and items within the crime scene
  - ✓ Condition of the scene upon arrival (e.g., lights on/off; doors and windows open/closed)
  - ✓ Personal information from witnesses, victims, suspects
  - ✓ Her own actions and the actions of others

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### Establish a Record

The initial responding officer at the crime scene must produce clear, concise, documented information involving her observations and actions.

This documentation is vital for providing information to substantiate investigative considerations.

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**Crime Scene in a Prison: Scenario (1 of 2)**

- Patrolling the halls in the early morning hours, Security Officer Nura notices a light on in an office
- She slowly opens the door and notices a body on the floor
- She immediately calls for backup and secures and isolates the scene, preventing anyone from entering the room



**Crime Scene in a Prison: Scenario (1 of 2)**

Scenarios are a critical part of learning—they provide realistic context and work best when applied to tasks requiring decision-making and critical thinking in complex situations. For this scenario, you will be asked to determine whether the correct decisions were made and to explain any mistakes that were made.

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### Crime Scene in a Prison: Scenario (2 of 2)

- As the supporting officers arrive, Security Office Nura places a barrier around the scene and posts guards at the door
- The second officer who responds attempts to enter but is not allowed beyond the barriers until forensic experts have completely recorded the scene and collected the evidence



What procedures were followed correctly?

What procedures were not followed?



#### Crime Scene in a Prison: Scenario (2 of 2)

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## Responsibilities of First Responders

### EXERCISE

- You are the first responder to a crime
- Following the guidelines just discussed, role-play the steps you should take
- Work with the facilitator



Work in your group



Be prepared to share



### Responsibilities of First Responders

Duration	30 minutes
Purpose	The purpose of this activity is for you to determine first steps that should be taken in the event of a crime.
Materials	<ul style="list-style-type: none"> <li>• None</li> </ul>
Steps	<ol style="list-style-type: none"> <li>1. Following facilitator guidance.</li> <li>2. Be prepared to discuss with the class.</li> </ol>

### NOTES

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## Responsibilities of First Responder

### REGROUP

- ✓ Notified control center or supervisor for medical/assistance
- ✓ Looked for potential hazards
- ✓ Tended to victim until medical response arrives
- ✓ Controlled offenders in the area by locking down or recalling to cells
- ✓ Notified evidence collection team
- ✓ Set up secure perimeter around the scene using responding staff to prevent unauthorized entry or exit



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### Responsibilities of First Responder

Regroups allow you the opportunity to acknowledge strengths and identify opportunities for improvement, brainstorm ideas, listen to the ideas of others, and examine even the smallest details that could lead to improvement.

### NOTES

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## Processing the Crime Scene

## التعامل مع مسرح الجريمة

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## NOTES

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## Processing the Crime Scene

Prison staff are responsible for processing the crime scene and coordinating the turnover of evidence with their investigative partner(s)



Photo Source: FBI



### Processing the Crime Scene

The actual examination of the evidence collected is the responsibility of the criminal investigator, who works in coordination with the prosecutor to build a case that can be brought to court. Once evidence has been submitted to the criminal investigator, the prison's investigative involvement in the case generally ends. The investigator is responsible for processing the evidence to satisfy the elements of the alleged crime.

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## Specialized Training

- Staff who process crime scenes must receive special training on:
  - ✓ Prosecutorial requirements
  - ✓ Processes
- Training ensures evidence-related procedures are followed consistently



### Specialized Training

Most prisons have a designated evidence collection unit. Members of this unit (as well as prison intelligence unit staff) have been trained on the proper identification, documentation, and handling of evidence. A core component of this training is the mastery of crime scene procedures for preserving evidence.

Staff who process crime scenes—either as part of an internal evidence collection unit or in conjunction with an external investigative partner—must receive special training on prosecutorial requirements and processes. This training ensures that evidence-related procedures are carried out consistently.

### NOTES

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## Evidence Collection

- Evidence collection begins with a preliminary walkthrough of the crime scene, which allows for:
  - ✓ On-scene personnel to approximate what evidence is in place and how to collect it without damaging or compromising it
  - ✓ Assessing hazards encountered on initial review
  - ✓ Picture taking and videotaping of the scene



### Evidence Collection

A preliminary walkthrough of the crime scene with the detective or officer in charge should take place after the exchange of information. The investigator establishes a path to enter and exit the scene, preserving the scene from possible contamination. During this walkthrough, the crime scene investigator will do the following:

- Evaluate the crime scene to help formulate a plan for processing the scene and the collection and preservation of evidence
- Make appropriate notes of the scene, evidence located within the scene, and condition of the evidence
- Determine whether any additional equipment or personnel are needed to process the scene, i.e., blood-spatter analysis or alternate light sources
- Confer with the detective or officer to determine what potential evidence needs to be recorded and recovered and what processing will occur at the scene
- Assess hazards encountered by the first responder on the initial review
- Take photographs and videos of the scene to ensure that the conditions at the beginning of the processing stage are documented

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## Identification, Recovery, and Recording

- Process requires a systematic, careful approach that must consider:
  - ✓ Scene location (interior, exterior, within a vehicle, etc.)
  - ✓ Condition of the evidence (fragile or stable)
  - ✓ Weather conditions that might affect the scene or the evidence it contains
  - ✓ Scene management issues that may affect the collection or preservation of evidence
  - ✓ Specialized processing requirements that may dictate additional processing techniques or personnel



### Identification, Recovery, and Recording

Relevant evidence that is present at the crime scene but that goes unrecognized cannot contribute to the solution of a case. It may be irretrievably lost.

Recovery of only the most obvious and visible evidence may result in leaving the most relevant evidence behind.

Indiscriminate evidence recovery might potentially overburden the laboratory with irrelevant items.

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## Documenting the Scene

- Sketches, photographs, and videos of the scene and surrounding areas allow searchers to document the conditions present at the time of collection
  - ✓ Allows staff to document the location of any piece of evidence recovered at the scene using measurements taken from fixed points of reference



### Documenting the Scene

The three types of photographs include overviews, mid-views, and close-ups.

- Overview shots include views of the room showing entrances and exits.
- Mid-range photos show key pieces of evidence, location in a room, and distance from other pieces of evidence.
- Close-ups of individual pieces of evidence show identifying characteristics, including serial numbers. A second set of close-up pictures includes a ruler or other item for scaling.

The photos are then included in a photo log along with documentation of the details of every photo— photograph number, description of the object or scene, location of the object or scene, and time and date the photograph was taken. All photos and videos are evidence (assigned a number, chain of custody, etc.)

Sketches are drawn to depict the scene and aspects of the scene. The goal of the sketches is to show locations of evidence and how each piece of evidence relates to the rest of the scene.

Scene documentation may also include a video walkthrough. The video can offer a better layout of the crime scene.

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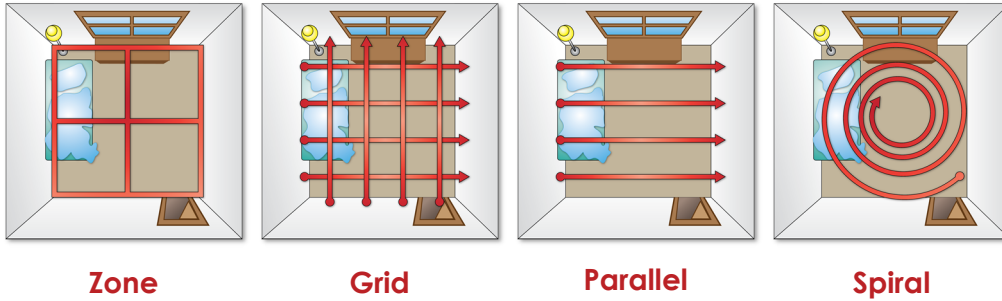
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### Search Pattern

Staff begin by establishing a search pattern for the scene



#### **Search Pattern**

A proper search pattern technique must be established to process a crime scene. The type of search depends on the size of the scene and resources available.

- Spiral searches are normally used to find a particular object at a crime scene—e.g., a shell casing. In this type of search, a main point is selected and the search continues outward in a circular manner.
- A grid search is conducted by two or more people overlapping separate lines to form a grid.
- A zone search divides the crime scene into four quadrants.
- In a parallel search, two or more people form a line and walk parallel to each other at the same speed from one end of the crime scene to the other.

#### **NOTES**

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### Demonstration: Search Procedure

- Facilitators: Demonstrate each type of search procedure
  - ✓ Zone
  - ✓ Grid
  - ✓ Parallel
  - ✓ Spiral



#### Demonstration: Search Procedure

As you watch the demonstration, ask any questions on what you see or hear at any point in the process. You will be asked to repeat the process following the demonstration.

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## Search Procedure

**EXERCISE**

- Practice the following search procedures
  - ✓ Zone
  - ✓ Grid
  - ✓ Parallel
  - ✓ Spiral



Work in small groups

➔

Follow facilitator guidance

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Search Procedures	
Duration	30 minutes
Purpose	The purpose of this activity is for you to perform the searches as demonstrated by the facilitator.
Materials	• None
Steps	<ol style="list-style-type: none"> <li>1. Following the guidance of the facilitator.</li> <li>2. One group is to perform the zone search, while the other three groups perform one of the remaining searches.</li> <li>3. Groups will trade places until all groups have practiced all searches.</li> <li>4. Each group is to follow the instructions given at each station.</li> <li>5. Be prepared to discuss the activity.</li> </ol>

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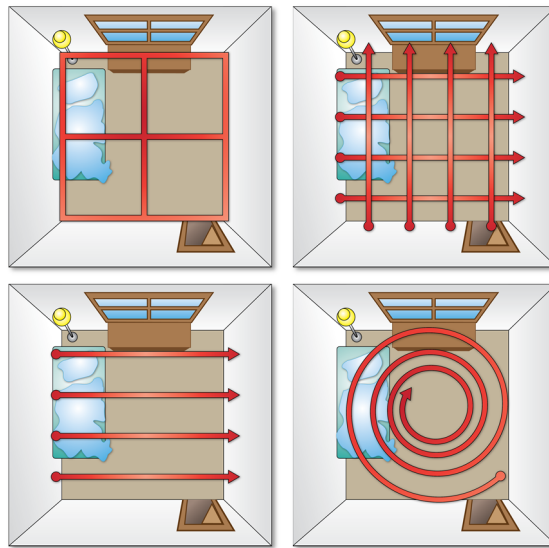
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Search Procedure

REGROUP



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Search Procedures Regroup

Regroups allow you the opportunity to acknowledge strengths and identify opportunities for improvement, brainstorm ideas, listen to the ideas of others, and examine even the smallest details that could lead to improvement.

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# Evidence Preservation

## حفظ الأدلة

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### NOTES

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### Evidence Preservation

- Collect each specimen separately
- Use and change gloves often
- Avoid coughing or sneezing during the collection
- Use appropriate tools



What tools should be used to collect evidence?



#### Evidence Preservation

Staff must use gloves in the collection process, and gloves must be changed after each piece of evidence is collected.

Additionally, staff may be required to wear masks, booties/shoe covers, or other protective gear. These measures help ensure staff safety (especially in the presence of biohazards) and prevent cross-contamination between scene and surrounding areas or between pieces of evidence.

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## Preserving Trace Evidence

### Trace evidence

- Debris such as dirt, soil, sand, gravel, grass, leaves, twigs, adhesives, tape, fibers, glass, bullet fragment

### Preserve

- Place in a paper bag or envelope
- Close, seal, or tape the bag or envelope
- Label the bag or envelope with identifying information

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### Preserving Trace Evidence

Fibers, hair, soil, wood, gunshot residue, and pollen are examples of trace evidence that may be transferred between people, objects, or the environment during a crime. Investigators can potentially link a suspect and a victim to a mutual location through trace evidence. So, the proper handling of all physical evidence is one of the most important factors of an investigation.

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## Preserving Biological Evidence

### Biological evidence

- Blood
- Skin
- Hair
- Saliva
- Urine

### Preserve

- Biological evidence should be air-dried before packaging to minimize degradation
- Packaging in paper is preferred; however, some laboratories allow packaging in plastic if the sample is thoroughly dried



### Preserving Biological Evidence

Biological evidence refers to samples of biological material—such as tissue, bones, teeth, blood, or other bodily fluids—or to evidence items containing biological material. Biological evidence is frequently essential in linking someone to or excluding someone from crime scene evidence.

All criminal justice stakeholders, including lawyers and forensic analysts, should be confident that the biological evidence they are considering has been properly collected, preserved, processed, and stored to avoid contamination. The following procedures should be used when storing biological evidence:

- Each piece of clothing must be dried thoroughly if wet or damp.
- Each piece must be identified by labeling with identifying information, date, time, and initials of the collector.
- Each piece should be placed in a separate bag.
- Each bag is then placed in a larger bag, which is labeled with identifying information, including collector's initials

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### Chain of Custody

- Tracking the evidence during processing is vital
- A chain of custody form allows investigators to document and maintain the integrity of the evidence
- If staff cannot establish and maintain a documented chain of custody on a piece of evidence, that evidence will be inadmissible in a court of law



#### Chain of Custody

The chain of custody is a tracking document beginning with detailed scene notes that document where the evidence was received or collected. The chain of custody is initially established when an investigator takes custody of evidence at a crime scene or when evidence is received from an officer or detective at, or from, the crime scene.

This documentation allows prosecutors to prove that the evidence they present in court is the same evidence that was collected at the scene of the crime. To accomplish this, the life cycle of each piece of evidence—from collection, through changes in custody and location, to examination, to presentation in legal proceedings—is recorded. In short, the chain of custody is a paper trail that documents the integrity of each piece of evidence.

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### Chain of Custody Form

- The following information is included on the chain of custody form:
  - ✓ List of evidence: item number and brief description
  - ✓ Date and time of transfer
  - ✓ Signature of the individual releasing the evidence
  - ✓ Signature of the individual transporting the evidence
  - ✓ Signature of the individual receiving the evidence



**Chain of Custody Form**

Documentation of chain of custody serves to maintain a record of the chain of custody and to document that the sample/evidence was handled only by approved personnel and not accessible to anyone else.

The person responsible for collecting the evidence must complete the labels of the sample container and the chain of custody forms to enable tracking of the sample. Each sample container label must be assigned a unique identification code, along with other relevant information, such as location, date and time of collection, and name and signature of the person collecting the sample. A separate chain of custody form must accompany different evidence bags.

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## Evidence Collection Considerations

### EXERCISE

- Determine possible evidence for crimes as presented by the facilitator
- Determine collection tools & preservation procedures for each type of evidence
- Create a chain of custody form for the evidence



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### Evidence Collection Considerations

Duration	25 minutes
Purpose	The purpose of this activity is for you to determine possible evidence for a number of crimes.
Materials	<ul style="list-style-type: none"> <li>• Markers</li> <li>• Flipcharts</li> </ul>
Steps	<ol style="list-style-type: none"> <li>1. For each scenario, determine possible evidence.</li> <li>2. Determine what tools to use to collect the evidence and proper procedures for preserving the evidence.</li> <li>3. Complete a chain of custody for the evidence.</li> <li>4. Be prepared to discuss the activity.</li> </ol>

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### Evidence Collection Considerations

#### REGROUP

- Collection procedures
- Type of container
- Chain of custody



#### Evidence Collection Considerations

Regroups allow you the opportunity to acknowledge strengths and identify opportunities for improvement, brainstorm ideas, listen to the ideas of others, and examine even the smallest details that could lead to improvement.

#### NOTES

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## Summary

### Topics

- ✓ Evidence
- ✓ Prison-Based Crimes
- ✓ First Responders to a Crime Scene
- ✓ Processing the Crime Scene
- ✓ Evidence Preservation



### Knowledge Check

In your group, answer the following:

- What is the most important point you learned today?
- What point remains least clear to you?

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### Summary and Knowledge Check

1. Review notes from this module.
2. Work with your group to respond.

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# Security Threat Group Management



### Security Threat Group Management

**Purpose:** The purpose of this module is to understand challenges and best practices for managing security threat groups in a prison.

#### **Activities:**

- What Are You Concerned About? (20 min.)
- Conducting Surveillance: Part 1 (30 min.)
- Conducting Surveillance: Part 2 (30 min.)
- STG Validation Criteria in the KSA (45 min.)
- STG Classification Criteria in the KSA (15 min.)
- Link Analysis—External Communication (25 min.)
- What Is Your Strategy? (30 min.)
- Final Activity: Fatima (30 min.)

**Estimated Time:** 4 days (18 hours)

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## Learning Objectives



- Describe benefits of sound security threat group (STG) management practices



- Construct an STG validation matrix



- Apply link analysis to process intelligence relating to security threat groups



- Determine staff and equipment placement to support intelligence gathering

- Describe sound strategies for managing STGs

- Describe correctional programming strategies for minimizing STG-related misconduct (behaviors)

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### Learning Objectives

These learning objectives are the essential steps to reaching the goal of the course—understanding the challenges and best practices for managing security threat groups in a prison.

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## Managing Security Threat Groups

- Sound STG management practices allow prison staff to:
  - ✓ Identify and validate STG members and groups
  - ✓ Accurately assess the risks STGs pose to institutional safety and control
  - ✓ Disrupt STG-related misconduct within the institution
  - ✓ Manage groups by effective use of placement and transfer



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### Managing Security Threat Groups

A security threat group is three or more individuals who share common interests or engage in activities meant to further criminal intent. These groups can be organized around any of the following identities:

- Terrorism
- Criminal activity
- Territory/region/ethnic identification
- Non-affiliated (e.g., band together for mutual protection from other STGs)

STGs may incorporate more than one organizing principle. For example, the U.S. Aryan Nation was formed around principles of white identity, ethnonationalism, and narcotics trafficking.

Regardless of motivations or organizing principles, STGs generally engage in criminal activity to gain power, wealth, or prestige. Common activities include, but are not limited to:

- Assaults on other offenders or staff
- Radicalizing other offenders
- Contraband trafficking (narcotics, tobacco, cellphones)
- Extortion
- Robbery
- Gambling
- Operating stores (e.g., selling contraband)

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## Security Threat Group Identification

- Offenders will make every effort to hide their affiliation with STGs
  - ✓ Being identified as a member means heightened attention and potential restrictions
  - ✓ Heightened attention and restrictions hinder the offender's ability to accomplish her group's criminal goals
- Prison staff must rely on training to recognize common identifiers of STG membership



What types of training should be required for staff who manage security threat groups?



### Security Threat Group Identification

Knowing your offenders is a necessary first step in recognizing STG indicators, but additional training is required to develop the abilities to recognize the significance of what you see.

For example, if you see that an offender has tattoos, but you're not sure what those tattoos mean, you're less likely to recognize the potential intelligence value they present. This means that potential STG-related intelligence will not be gathered, analyzed, and disseminated to the rest of the facility staff.

Training is an invaluable tool in this ongoing effort. All corrections staff should be trained on common STG issues, new STG groups, emerging trends in STG activities, and after-action review results. This information should be presented daily in the intelligence unit's briefings and at shift briefings.

Staff should be required to attend annual training on STG trends. Certain specialized training topics—for example, terrorism or gang seminars—should be presented periodically as new information is added. As a specialist group, the intelligence unit should receive training from outside organizations and at the national level of the prison service.

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## Security Threat Group Categories

Two main categories of security threat groups

- **STG-I**
  - ✓ Most recognized security threat groups
  - ✓ Groups that pose the highest risk to safety and security based on a history of violence
- **STG-II**
  - ✓ Security threat group affiliates
  - ✓ Subgroups organized under the more dominant STG-I groups

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### Security Threat Group Categories

Many agencies identify two tiers of security threat groups (STG-I and STG-II). This is a critical distinction because it has implications in classification, restrictive housing, and other policies and procedures.

Offenders with **non-zero levels of involvement** in security threat groups are considered affiliates or associates. An affiliate is an offender whose actions indicate she looks out for the interests of the group but has not joined.

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## Who Are You Concerned About?

**EXERCISE**

Work in your group to answer the following questions:

- What security threat groups are you most concerned about in your prison?
- What types of activities or behaviors are they involved in or are you concerned they will become involved in?
- How have these STGs threatened safety or control in your prisons?

Work in your group

Be prepared to share

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Who Are You Concerned About?	
Duration	20 minutes
Purpose	The purpose of this exercise is to analyze STGs in your prisons or those who are in the region and may appear in your prisons in the near future. This exercise is the foundation of other exercises throughout the course.
Materials	<ul style="list-style-type: none"> <li>Pens</li> <li>Pads</li> </ul>
Steps	<ol style="list-style-type: none"> <li>1. Think about security threat groups in your prison or that you are concerned about entering your prison. Who are they? Domestic terrorists? Foreign terrorists? Gang members? Other?</li> <li>2. What types of activities are they involved in or are you concerned they will become involved in?</li> <li>3. How have these STGs threatened the safety or control in your prisons? Or how do you think they will threaten safety if they were in your prisons?</li> <li>4. Regroup on the following slide.</li> </ol>

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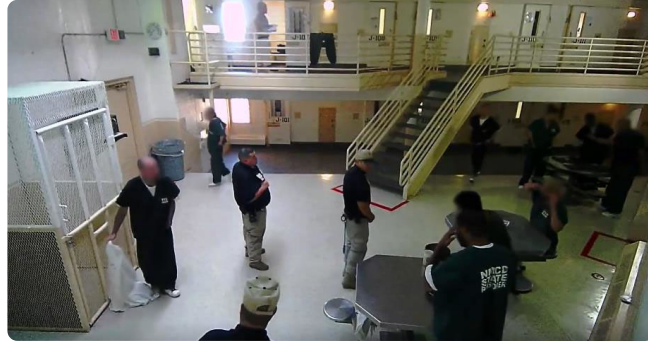
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### Who Are You Concerned About?

#### REGROUP

- Security threat groups in your prison?
- Types of activities?
- Threatened safety or control?



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### Who Are You Concerned About?

Regroups allow you the opportunity to acknowledge strengths and identify opportunities for improvement, brainstorm ideas, listen to the ideas of others, and examine even the smallest details that could lead to improvement.

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# Security Threat Group Identification and Validation

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### Identifying STG Membership

- Staff who know their area of responsibility, know their offenders, and have good correctional experience can identify numerous STG associations
- Identifying membership can be accomplished in the following ways:
  - ✓ External intelligence
  - ✓ Internal intelligence activities
  - ✓ Common identifiers
  - ✓ Self-admission



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#### Identifying STG Membership

Identifying members may be accomplished through:

- Court case transcripts
- Information shared by outside agencies (e.g., INTERPOL)
- Internal prison informants
- Monitoring of group gatherings/meetings
- Surveillance (e.g., CCTV)
- Communications monitoring
- Financial transaction audits

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### Common Identifiers and Behaviors

- Staff must rely on training to recognize behaviors that signify STG allegiance:
  - ✓ With whom offenders sit at meals
  - ✓ Work detail requests
  - ✓ Housing unit/cell change requests
  - ✓ With whom offenders spend time in common areas
- Staff must rely on training to recognize common identifiers of STG membership:
  - ✓ Expressions of common philosophy
  - ✓ Clothing (color, style, or mode of wear)
  - ✓ Use of signs or code
  - ✓ Tattoos (if gang)



#### Common Identifiers and Behaviors

Rather than quietly serve their sentence, many STGs regard prison time as an opportunity to continue the struggle and involve themselves in passive resistance. They refuse to cooperate with prison authorities and concentrate on trying to mobilize supporters.

Some STGs project an arrogant and defiant attitude in an attempt to intimidate others.

STG members may communicate in different ways—they make use of nonverbal methods of exchanging thoughts. They sometimes have their own language, which contains phrases, hand signs, tattoos, markings, and graffiti.

Prison staff must familiarize themselves with common identifiers and behaviors of security threat groups.

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## Conducting Surveillance (Part 1)

### REGROUP

- Highest threat offenders or STG members?
- Volatile situations?
- CCTVs?



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### Conducting Surveillance (Part 1)

Regroups allow you the opportunity to acknowledge strengths and identify opportunities for improvement, brainstorm ideas, listen to the ideas of others, and examine even the smallest details that could lead to improvement.

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## Conducting Surveillance (Part 2)

### EXERCISE

- Determine where you will place regular staff in the areas you just described
- Assume you have 10 special surveillance staff assigned to you
- Determine where you would position these staff (by shift and location)



PRISON BLUEPRINT

Work in your group



Explain your decisions

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### Conducting Surveillance (Part 2)

Duration	30 minutes
Purpose	The purpose of this exercise is to continue determining best use of resources in order to more effectively and efficiently manage STGs. In this case, the resources are regular staff and 10 special surveillance staff.
Materials	<ul style="list-style-type: none"> <li>• Pens</li> <li>• Pads</li> <li>• Worksheet: Prison Blueprint</li> </ul>
Steps	<ol style="list-style-type: none"> <li>1. Refer to the prison blueprint just completed.</li> <li>2. Determine where you will place staff in the areas you just described.</li> <li>3. Now, assume you have 10 special surveillance staff assigned to you.</li> <li>4. Determine where you would position the extra staff (broken down by shift and location) to optimize the volume of intelligence gathered.</li> <li>5. Explain why you selected the location and number of regular staff and special staff.</li> <li>6. Regroup on the following slide.</li> </ol>

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## Conducting Surveillance (Part 2)

- Number of staff per shift?
- Location of staff per shift?



### Conducting Surveillance (Part 2)

Regroups allow you the opportunity to acknowledge strengths and identify opportunities for improvement, brainstorm ideas, listen to the ideas of others, and examine even the smallest details that could lead to improvement.

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## STG Validation

- The STG validation process is normally accomplished using a checklist of criteria, each with a point value
- All STG validations must use the same standardized criteria

Why must all STG validations use the same standardized criteria?



### STG Validation

No one identifier proves that an offender is a member of a security threat group. Rather, identifiers are red flags signaling that staff should carefully examine an offender's records and conduct.

Each offender is graded according to the checklist, and the point totals are used to determine which membership category the offender should be assigned:

- Associate (tracked, but not yet validated as members)
- Member (validated)
- Leader (validated)
- Dropout (validated and debriefed out)
- Suspect (subject to validation)

An STG member is someone who has been accepted into membership of the STG. An STG associate is involved periodically or regularly with members or associates of an STG.

Different types of information weigh more or less heavily toward validation.

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## Positive Validation Restrictions

- Offenders must generally meet a minimum of three criteria to be validated
- Restrictions imposed with a positive validation include:
  - ✓ Potential for longer initial sentence
  - ✓ Strict controls during sentence
  - ✓ More stringent parole requirements
  - ✓ Specific housing assignments (e.g., restricted unit instead of general population)

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### Positive Validation Restrictions

Based on this validation, the offender can have a longer initial sentence or may be subject to strict controls during their incarceration. In addition, the validation may be used to determine housing assignments (general population versus special security unit), eligibility for certain work details, and other restrictions.

The validation will be used in parole considerations, including potential release locations. This is why all STG offenders will attempt to hide their affiliation and why STG validations are often appealed by the offender. All STG members within the prison must be validated, but prisons should prioritize those groups that most affect security and control.

### NOTES

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## STG Validation Criteria in the KSA

### EXERCISE

Refer to your responses to *Who Are You Concerned About* exercise

- Develop KSA-specific criteria for validation
- Assign a point system for each criterion
- Identify groups that are validated STGs based on your criteria



Work in your group



Be prepared to share

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### STG Validation Criteria in the KSA

Duration	45 minutes
Purpose	The purpose of this exercise is to make the validation activity relevant to you and your jobs and country.
Materials	<ul style="list-style-type: none"> <li>• Pens</li> <li>• Pads</li> </ul>
Steps	<ol style="list-style-type: none"> <li>1. Refer to your responses to the previous exercise: <i>Who Are You Concerned About</i>.</li> <li>2. Using the suspected STGs listed in that exercise, develop KSA-specific criteria for validation.</li> <li>3. Assign a point system for each criterion.</li> <li>4. Identify groups that are validated STGs or that should be tracked based on the criteria.</li> <li>5. Regroup on the following slide.</li> </ol>

### NOTES

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## STG Validation Criteria in the KSA

### REGROUP

- KSA-specific criteria for validation?
- Point system?
- Groups that are validated STGs or that should be tracked/monitored?



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### STG Validation Criteria in the KSA

Regroups allow you the opportunity to acknowledge strengths and identify opportunities for improvement, brainstorm ideas, listen to the ideas of others, and examine even the smallest details that could lead to improvement.

### NOTES

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## Security Threat Group Classification

- The classification system allows prison staff to manage each STG efficiently, prioritizing the groups that pose the greatest threat to security and control
- Classification ratings draw on information from:
  - ✓ External sources
  - ✓ Internal intelligence findings
  - ✓ Pre-determined unit classification reviews

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### Security Threat Group Classification

STGs are classified externally, internally, and at pre-determined times to best manage the groups. This is done by designators (external), security staff (internally), and unit teams at pre-determined times.

During the classification review, prison staff should draw on multiple sources of information, including police/court records, intelligence from other prisons, internal intelligence findings, and disciplinary reports. Think of STG classification as a higher-level version of the offender validation process. As with validation, prison staff must apply good corrections practices to ensure that groups are classified correctly and accurately.

### NOTES

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## Security Threat Group Classification

- STGs are classified according to several factors, including
  - ✓ Size of group
  - ✓ Number of incidents linked to group
  - ✓ Severity of incidents

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### Security Threat Group Classification

A smaller STG may have a history of violent misconduct, requiring additional controls to minimize risk. Conversely, a larger STG may have a more stable presence in the prison, leading to lower incidence of violence.

Classification is an ongoing activity, as membership in an STG will fluctuate as offenders enter the facility and are paroled. Likewise, STG-II offenders may level up into an STG-I group upon entry to the prison on the strength of external ties (e.g., membership in a street gang affiliated with the STG-I group). Either way, substantial changes within a STG should trigger a classification review. Even without such changes, classification reviews should be a regularly-scheduled event conducted at a pre-determined interval.

### NOTES

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## STG Classification Criteria in the KSA

### EXERCISE

- Refer to the exercises *Who Are You Concerned About* and *STG Validation Criteria in the KSA*
- Classify and rank the groups according to their level of threat



Work in your group



Be prepared to share

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### STG Classification Criteria in the KSA

Duration	15 minutes
Purpose	The purpose of this exercise is to make the classification criteria for STGs relevant to you and your jobs and country.
Materials	<ul style="list-style-type: none"> <li>Pens</li> <li>Pads</li> </ul>
Steps	<ol style="list-style-type: none"> <li>Refer to your response to the exercise: <i>Who Are You Concerned About</i> and the <i>STG Validation Criteria</i> exercise.</li> <li>Using the suspected STGs listed and the validation, rank (classify) the groups according to threat.</li> <li>Regroup on the following slide.</li> </ol>

### NOTES

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## STG Communication—External

- Established security threat groups can communicate:
  - ✓ Between prisons in the system
  - ✓ With local outside persons
  - ✓ Between state prison systems
- They communicate by using:
  - ✓ Coded phrases in mail
  - ✓ Notes passed during visits
  - ✓ Telephone calls
  - ✓ Certain verbal cues
  - ✓ Exchange of symbols or signs when they encounter other members inside or outside the prison (e.g., in court)



### STG Communication—External

Some of these activities extend beyond the prison. For example, the more established security threat groups can communicate between different prisons, with local outside persons, and even between state prison systems. They accomplish this using coded phrases in mail, notes passed during visits, certain verbal cues, or the exchange of symbols/signs when they encounter other members inside or outside the prison (e.g., in court). This sophistication allows the larger STGs to form clear hierarchies, to promote codes of conduct, and to issue orders through intermediaries.

A favorite tactic of prison gangs is to use street gangs to conduct prison gang activities on the outside. Prison gangs use juveniles because juveniles often receive probation for felony convictions or lighter sentences than adults.

Because terrorism is based on an ideology, terrorists have followers outside prison who adhere to the same violent ideology.

### NOTES

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### Intelligence Gathering—Communications

- Communications between offenders and the outside world can be the single most important source of intelligence available to prisons



#### Intelligence Gathering—Communications

The prison's success in targeting the right offenders for monitoring has a direct impact on the safety and security of the facility. Intelligence related to criminal or terrorist activities outside the prison should be shared with external law enforcement, following approved dissemination procedures.

Often, prison intelligence unit staff will be tasked to join joint operations overseeing major crime/terror leaders during their incarceration.

#### NOTES

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## Link Analysis—External Communication

### EXERCISE

- Using the chart, create 5-10 investigative leads to either investigate or refer to outside investigators
- Explain how you would advance the investigation and describe what could limit the investigation based on your investigative assets



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### STG Classification Criteria in the KSA

Duration	25 minutes
Purpose	The purpose of this exercise is to learn how link analysis helps visualize complex links between offenders or offenders and outsiders.
Materials	<ul style="list-style-type: none"> <li>• Pens &amp; Pads</li> <li>• Link Analysis Worksheet</li> </ul>
Steps	<ol style="list-style-type: none"> <li>1. Analyze the link analysis.</li> <li>2. Create 5-10 investigative leads to either investigate or refer to outside investigators.</li> <li>3. Explain how you would advance the investigation and what would limit your investigation based on current investigative assets (no staff, lack of training, lack of investigative resources such as computers, phone monitoring equipment, lack of outside cooperation, etc.).</li> <li>4. Define what outside resources you could request information from (courts, prosecutors, federal agents, military personnel, other government agencies) and why you would use that resource.</li> <li>5. Regroup on the following slide.</li> </ol>

### NOTES

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## STGs and Prison Safety

- Security threat groups are a persistently disruptive force in prisons
  - ✓ Disrupt correctional programming
  - ✓ Threaten safety of offenders and staff
  - ✓ Erode institutional quality of life
- Require the same core management approach as other offenders
  - ✓ Kept securely
  - ✓ Provided with basics such as food and clothing
  - ✓ Managed humanely and given opportunities to reform and rehabilitate

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### Impact of STGs on Prison Safety

A one-year study of over 82,000 federal offenders in the United States revealed that those who were embedded in security threat groups were more likely to exhibit violent behavior and misconduct than those who were peripherally involved in the groups. And those who were peripherally involved exhibited more violent behavior and misconduct than those who were unaffiliated.

Prison officials in prisons that have security threat groups among offenders report they spend more time managing the groups than anything else.

Managing STG offenders is a team effort that involves the entire prison staff working to gather intelligence, enhance security, and limit criminal activity. Failing in this task risks compromising the safety and security of the institution and could lead to criminal activities that affect the outside community.

### NOTES

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## Monitoring & Minimizing Communication

- Sound practices for managing gang leaders and terrorists include:
  - ✓ Communication monitoring and minimizing access to communication
  - ✓ Live monitoring and enhanced supervision
  - ✓ Sharing intelligence with outside law enforcement officials
  - ✓ Making prison intelligence staff part of criminal or intelligence task force

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### Monitoring and Minimizing Communication

STG leaders facilitate crime and unrest from behind bars. These offenders often coordinate multi-million-dollar enterprises from prison with the assistance of other STG offenders and, sometimes, compromised staff.

Intelligence gathered on these group leaders should be shared with outside law enforcement officials, if approved and under controlled conditions. Often, prison intelligence staff will become part of a collective of criminal task forces or intelligence task forces tasked with overseeing the leader while behind bars. The collective effort of all involved leads to seamless intelligence sharing and successful prosecutions of these incarcerated STG offenders (and their outside contacts).

### NOTES

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## What Is Your Strategy?

### EXERCISE

- Read the Worksheet: National Strategy
- Select one of the following strategies:
  - ✓ One-group one-prison rule
  - ✓ Mixing all STGs in equal proportion within a facility
- Answer the questions regarding that strategy



NATIONAL STRATEGY

Work in your group



Be prepared to  
defend your  
position

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### What Is Your Strategy?

Duration	30 minutes
Purpose	The purpose of this exercise is to brainstorm the strategy that works best for your country and explain why.
Materials	<ul style="list-style-type: none"> <li>• Pens</li> <li>• Pads</li> <li>• National Strategy Worksheet</li> </ul>
Steps	<ol style="list-style-type: none"> <li>1. Refer to the Worksheet: National Strategy.</li> <li>2. Select one of the two strategies to defend.</li> <li>3. Respond to the three questions in the handout.</li> <li>4. Be prepared to defend your answer.</li> <li>5. Regroup on the following slide.</li> </ol>

### NOTES

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## Final Activity: Fatima

**EXERCISE**


- Refer to Worksheet: Final Activity: Fatima
- Create a risk assessment, including STG membership validation, classification, suggested housing—including security level of facility, any job exclusions—and re-integration programming



**FINAL ACTIVITY: FATIMA**

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Final Activity: Fatima	
Duration	30 minutes
Purpose	The purpose of this exercise is to apply the knowledge you have learned in this module to create a risk assessment on a fictitious offender.
Materials	<ul style="list-style-type: none"> <li>• Pens</li> <li>• Pads</li> <li>• Final Activity: Fatima</li> </ul>
Steps	<ol style="list-style-type: none"> <li>1. Refer to the Worksheet: Final Activity: Fatima.</li> <li>2. Create a risk assessment on Fatima, including STG membership validation, classification, suggested housing—including security level of facility and any job exclusions based on your assessment—and re-integration programming.</li> <li>3. Be prepared to share your answer.</li> <li>4. Regroup on the following slide.</li> </ol>

### NOTES

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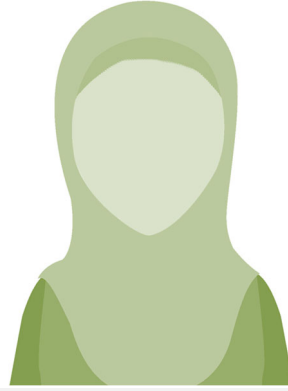
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## Final Activity: Fatima

### REGROUP

- STG membership validation
- Classification
- Suggested housing
- Re-integration programming



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### Final Activity: Fatima

Regroups allow you the opportunity to acknowledge strengths and identify opportunities for improvement, brainstorm ideas, listen to the ideas of others, and examine even the smallest details that could lead to improvement

### NOTES

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## Summary

### Topics

- ✓ STG Identification & Validation
- ✓ STG Classification
- ✓ STG Communication Management
- ✓ STG Management

### Knowledge Check

In your group, answer the following:

- What is the most important point you learned today?
- What point remains least clear to you?



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### Summary and Knowledge Check

1. Review notes from this module.
2. Work with your group to respond.

### NOTES

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Course Evaluation  
تقييم الدورة

# END-OF-WEEK EVALUATION

## ANONYMOUS FEEDBACK

Please take a moment to complete an evaluation of this training program. Your input is important and will help us improve future programs. Thank you!



Course: \_\_\_\_\_ Date: \_\_\_\_\_

1	I understood the training content and concepts.	<i>Strongly disagree</i>	<i>Disagree</i>	<i>Neither</i>	<i>Agree</i>	<i>Strongly agree</i>
2	The training was engaging and relevant to me.	<i>Strongly disagree</i>	<i>Disagree</i>	<i>Neither</i>	<i>Agree</i>	<i>Strongly agree</i>
3	I will be able to apply what I learned at my job.	<i>Strongly disagree</i>	<i>Disagree</i>	<i>Neither</i>	<i>Agree</i>	<i>Strongly agree</i>
4	What topic did you find particularly valuable this week?					
5	If you could change or improve one topic, what would it be?					
6	The pace of the training was (circle one)	<i>Too Slow</i>	<i>About Right</i>	<i>Too Fast</i>		
Please provide any additional comments or suggestions.						

*Thank You!*

# COURSE EVALUATION

## ANONYMOUS FEEDBACK

Please take a moment to complete an evaluation of this training program. Your input is important and will help us improve future programs. Thank you!



**Course:** *Offender Transportation & Escort*

**Date:** \_\_\_\_\_

1 Rate each aspect of the training: <i>(circle rating)</i>	<i>Strongly disagree</i>	<i>Disagree</i>	<i>Neither</i>	<i>Agree</i>	<i>Strongly agree</i>
a. I understood the training content and concepts.	1	2	3	4	5
b. The training was engaging and relevant to me.	1	2	3	4	5
c. I will be able to apply what I learned at my job.	1	2	3	4	5
d. The training program met my expectations.	1	2	3	4	5

**2** What did you find particularly valuable?

**3** What did you wish to receive but did not?

6 Rate the instructional methods used: <i>(circle rating)</i>	<i>Poor</i>	<i>Not bad</i>	<i>Average</i>	<i>Good</i>	<i>Excellent</i>
a. Presentations (lecture, demonstration, slides)	1	2	3	4	5
b. Discussions and interactions (exercises, activities)	1	2	3	4	5
c. Teach-backs (instructional practice, coaching)	1	2	3	4	5
d. Resources (training tools, guides, job aids, media)	1	2	3	4	5

**7** What would you change or improve?

**8** What did you enjoy most?



# COURSE EVALUATION

9 Rate your experience with the instructors: (circle rating)	Strongly disagree	Disagree	Neither	Agree	Strongly agree
a. It was easy to understand the instructors.	1	2	3	4	5
b. The instructors encouraged my participation.	1	2	3	4	5
c. The instructors answered most of my questions.	1	2	3	4	5
d. The instructors contributed to my development.	1	2	3	4	5

10 Rate the language/translation services: (circle rating)	Poor	Not bad	Average	Good	Excellent
a. Translation of written materials (slides, forms)	1	2	3	4	5
b. Interpretation of instructors (lecture, directions)	1	2	3	4	5
c. Interpretation of interactions (discussions, activities)	1	2	3	4	5
d. Availability and access to interpreters	1	2	3	4	5

**Please circle the rating that best describes your overall experience.**

1	2	3	4	5
Poor	Acceptable	Average	Good	Excellent

## Additional Notes

Please provide any additional comments or suggestions.

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*Thank You and Congratulations!*