

**CLEVELAND PUBLIC LIBRARY**  
*325 SUPERIOR AVENUE*  
*CLEVELAND, OHIO 44114*

**SECURITY ASSESSMENT  
AND  
RECOMMENDATIONS**

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**CLARK SECURITY GROUP, LLC**  
*Security Management Consultants*  
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## **INTRODUCTION**

The Clark Security Group, LLC, has completed a security vulnerability assessment for the Cleveland Public Library, and developed a security awareness training program for the Library. This document reports the findings of the assessment, presents recommendations for addressing security vulnerabilities, and outlines the content of a training program.

All organizations are vulnerable to a common body of security threats posed by physical, environmental, and human factors. The success of the security program will rely on the knowledge base, resources, and organizational resolve utilized to address those issues. It is the Consultant's purpose to provide the knowledge base. It is the Consultant's assessment that the Cleveland Public Library is well positioned with adequate personnel, technology, policy, and procedures to address a range of security threats and issues common to an urban public library setting.

While modern urban public libraries face similar and common security problems across the country, the unique character of each organization and its operations, including the location, determine the degree of threat and the nature of the issues with the greatest impact.

At the Cleveland Public Library, security issues can be represented in three categories: First Tier – Emphasis: Legal Liabilities, Second Tier – Emphasis: Mitigation Strategies, and Third Tier – Emphasis: Training. The Findings and Recommendations section of this report will address these categories of security issues.

## **SCOPE**

Clark Security Group (CSG) examined physical security threats and vulnerabilities, security technology, and security practices at the Cleveland Public Library (CPL) Main Library, Lakeshore facility including the Library for the Blind and Physically Handicapped, and 28 Branches in the CPL system. The emphasis of the assessment was primarily on the impact to persons, and only tangentially on the impact to library assets such as library materials.

The security assessment included review of the following:

- Access controls and perimeter protection including identifying threats at main entries and loading docks.
- Protection for staff areas
- Patron traffic patterns throughout buildings.
- Architectural challenges and opportunities including pedestrian traffic flow via elevators, commuting stairwells, and emergency stairwells.
- Trouble spots within the Library that would benefit from security focus.
- Security technology including the use of video surveillance, access control devices, emergency notification devices, and other communications enhancements.
- Patron behavioral issues and their impact on Library services to patrons.
- Security policies and procedures as they apply to prevention strategies, behavioral issues, enforcement strategies and customer service.
- Security staffing including supervision, staffing levels, deployment, training, responsibilities, and interaction with library staff and patrons.
- Staff responsibilities and their participation in the security program.
- Operational issues that impact security.
- Crime Prevention Through Environmental Design (CPTED) features and opportunities.
- Law enforcement and community support and effectiveness.

## **METHODOLOGY**

The Consultant performed daytime, evening, and early morning observations at all Library sites, both announced and unannounced.

The Consultant worked within the direction and guidance of Deputy Director Holly Carroll, and Chief of Security Michael Janero. CSG independently interviewed individual Administrators, Department Managers, and Branch Managers or their designees, key employees, and other stakeholders. The Consultant worked with Main Library and Branch security officers as well as roving patrols.

A complete list of Library personnel interviewed and consulted appears in **APPENDIX I: INTERVIEWS.**

The Consultant reviewed Library security policies, guidelines, procedures, and incident reports.

## **FINDINGS AND RECOMMENDATIONS**

At the Cleveland Public Library security issues can be represented in three categories: First Tier – Emphasis: Legal Liabilities, Second Tier – Emphasis: Mitigation Strategies; and Third Tier – Emphasis: Training Needs. It should be understood that conditions, and degrees of threat and vulnerability, can overlap and change at any given point in time and are especially sensitive to changes in staff and in communities. Therefore, all the recommendations should be considered as beneficial to all sites and may be evaluated by the Library for application in a number of locations, regardless of the above categories.

### **FIRST TIER – EMPHASIS: LEGAL LIABILITIES**

A group of Branches within the Cleveland Public Library face a conflux of security issues largely beyond the direct or immediate control of the Library. The security threats in these Branches are significant, regular, and pose a physical danger to both staff and public. These Branches include Addison, Collinwood, East 131<sup>st</sup>, Fleet, Hough, South Brooklyn, Sterling, and Union.

Most of these Branches are located in high-crime areas where there is little or no support from community safety forces due to the on-going demand for already stretched resources. As public agencies, these Branches do not identify or exclude the high number of addicted, mentally ill, and behaviorally maladjusted persons whose use of the Library is peripheral to the Library's mission; consequently these Branches are routinely in a reactive and not proactive mode. Serious and routine threatening behavior and language from groups of young men, coupled with actual incidents of assault and deliberate damage to personal property, have contributed to a defensive staff culture which could become aggressive under pressure and fear. Many of these Branches have isolated pockets within the building which cannot be easily patrolled such as lower level restrooms, isolated hallways and stairwells, and unsupervised parking lots. Some of these Branches are filled to over-capacity during after-school hours and must balance the competing needs of seniors, teens, and children within crowded and open floor plans. Some of the Branches are located near homeless shelters and soup kitchens and problems in the Branches coincide with the schedules of those social services. Frequently, abusive patron behavior is associated with computer use, and sexually violent and explicit computer images in the vicinity of children and other adults is common. The frequency and level of threat may not coincide with Library use indicators or with hours of operation; therefore, staffing may not be proportional or adequate to the level of security threat.

Libraries rely on community standards to support decisions regarding access and library use; in the instance of these Branches the Library is challenged to address the gap between community expectations and the ability of the Library to provide a safe environment for members of the community using the Library, including children and seniors. The Library may mitigate its liabilities by applying standard security solutions such as training, and rapid Administrative and emergency Security response; however, conditions external to the Library's direct purview will continue to impact the serious risk to the Branch and its users.

## **Recommendations**

**It is recommended that the Library address conditions in these Branches with Legal Counsel and with insurance representatives to apprise itself of its legal liabilities, defenses, and probable costs in the case of injury to public users and staff. The Library should inform itself regarding its vulnerability to lawsuits, and understand the extent of its legal responsibility to inform users and staff of conditions.** This consultant testified for the Library's insurance carrier regarding the shooting in the Main Library in 1984 and is well informed regarding these issues.

**Library Administrators and Security staff should establish guidelines and timeframes for immediate response to staff requests for emergency support.** Access to Administrative support during evening and weekend hours should be clear, direct, and immediate. Absent or slow response erodes confidence and creates a culture in which staff feel pressured to create impromptu solutions which may have potential negative legal impact, or may even make a situation more dangerous. Absent or slow Administrative and Security response also discourages the appropriate reporting and documentation of incidents.

**The Library should consider providing an armed presence in these Branches.** This consultant is very reluctant to make this recommendation, and seldom presents this option to clients. The exceptional conditions in these Branches and the vulnerability of unarmed responding security officers justify careful consideration of this option. Alternatively, officers could carry defensive weapons such as mace. It is recommended that these Branches have staff or contract security guards present during the most vulnerable hours of operation.

**The Library should consider reconfiguring and redeploying Mobile Security Patrol Units by placing more security officers in cars rotating on a more frequent basis through the highest risk Branches.** This could be achieved within existing budgets by utilizing dollars budgeted for contract guard services that are currently underutilized. A number of guards would be redeployed from their current assignments where they are fixed in locations where security incidents may or may not be occurring, to mobile units poised to respond immediately to real-time security incidents as they occur. This follows modern university campus security and business multi-site models. The Library should update existing job descriptions to address Mobile Patrol duties.

It is recommended that the current three mobile patrol supervisor positions be eliminated and that a single Branch Security Supervisor position be established with responsibility for managing all aspects of Branch security. This supervisor would oversee the Mobile Patrol as well as the contract guards, with a diminished number of contract Branch officers.

It is recommended that the Mobile Patrol function be reorganized into five patrol zones in place of the existing three. This would require an addition of four FTE's, and two additional vehicles, the cost of which would be offset by the reassignment of other officers (Main Loading Dock, Lakeshore Desk) and by the elimination of many of the fixed-location contract officers.

Details regarding this recommendation are attached in **APPENDIX II: SECURITY STAFFING.**

**The Library should renegotiate the guard contract to provide for security officers in eight of the most volatile branches as determined by incidents and irregularity reports.** To obtain a higher quality of worker with more experience, the Library should pay the contract officers assigned to those Branches a wage commensurate with the responsibilities.

Details regarding this staffing can be found in **APPENDIX II: SECURITY STAFFING.**

**The Library should consider creating a "Tiger Team" approach to re-establishing consistent, acceptable control over security in these Branches.** A team of 4 to 5 especially trained assertive, determined, confident, strong-willed, and interested staff, including a manager and a security officer, would be rotated to the highest incident Branches for a period of several weeks with the express charge of addressing security problems by enforcing Library policies and guidelines in every instance of offense. This team would model appropriate behavior to regularly scheduled Branch staff, and establish a standard of behavior for Library users. They would also provide additional manpower specifically to meet security needs. The culture of a site can be improved with consistent and targeted behavior modeling and enforcement. Conversely, the environment will revert to previous unwanted behavior without a commitment to continue the new enforcement. The Library would need to evaluate whether the "Tiger Team" would be a permanent or temporary measure.

**The Library should consider posting Code-determined building capacity on each building, and enforcing capacity limits.** This would allow staff to rely on existing legal limits to practice crowd control.

## **SECOND TIER – EMPHASIS: MITIGATION STRATEGIES**

A second group of Cleveland Public Library agencies demonstrate more typical or more moderate security problems commonly encountered in public libraries and other public agency settings including schools and businesses. These Branches include Carnegie West, Eastman, Fulton, Garden Valley, Glenville, Harvard Lee, Jefferson, Langston Hughes, Lorain, Martin Luther King, Memorial Nottingham, Mount Pleasant, Rice, South, Waltz, Woodland, and the Main Library.

These Branches and the Main Library are located in moderate crime rate locations where community support and response is more readily available. Nevertheless these agencies also experience abusive and threatening behavioral problems including verbal and physical abuse, and misappropriation of Library resources. Notably, the Main Library experienced CPL's most serious security incidents in its history; three shootings including two resulting in loss of life. The problems experienced at these agencies should be addressed with modifications to existing environmental, technological, and operational conditions which can mitigate against the most prevalent security threats at these sites.

Environmental conditions which contribute to security vulnerability include areas where sight lines are blocked by high stacks, and walls. An example of this is the "corner rooms" of the Louis Stokes Wing and the mezzanine level stacks in the original Main Building. Other examples include the Waltz Branch where the only public restroom is located in an otherwise abandoned lower level and not in compliance with modern ADA requirements, and the South Brooklyn Branch where lines of site throughout are poor and the tiered floor plan makes it impossible for staff to keep an eye on patron activities or to observe one another.

The Library has state-of-the-art security technology in a video surveillance system operating on the Library's LAN. The system is less than optimum, however, as there are approximately 350 cameras and no full time monitoring of the system. Presently, the system is used primarily to observe contract guard activities within the branches and as a forensic tool to document events that have already occurred. The consultant has identified times, activities and operations which are associated with security problems.

After school hours at most Branches, and periods during which homeless shelters and food distribution centers are closed are higher risk times for staff at Main, Carnegie West, Waltz and several other Branches. The demand for a limited number of computers, and the use of computers for gaming and for viewing violent and sexually explicit materials is frequently accompanied by explicitly sexual behavior and language, including threatening statements. The consultant's observations have been corroborated by service staff and security staff, and by incident reports.

## **Recommendations**

**The Library should consider eliminating public access to remote and little trafficked areas.** Within the requirements and restrictions of ADA and Building Code guidelines, the Library should consider closing public access to Main Library mezzanines and reducing access to restrooms. In the Main Library, all restrooms on upper floors should be closed one hour before closing to aid in clearing the building. Branches with isolated public restrooms should be evaluated for the possibility of architectural changes that would enable access to restrooms on main floors and in view of staff areas. Conversely, consideration should be given to decentralizing staff service points such that staff would be distributed throughout the building to otherwise isolated areas such as the corner "Tower Rooms" of the Louis Stokes Wing. The Library may be able to obtain waivers on select ADA and Building Code requirements based on the age of some of its buildings; in some cases, reduced or increased public traffic patterns alter requirements as well.

**The Library should consider centralizing access to operations associated with security incidents and providing especially trained staff to enforce limits and guidelines consistently.** Verbal and physical threatening and abusive behavior and language are frequently associated with computer use including the display of violent and explicit sexual images, and with competition among users for access to computers. Centralizing most Internet access computers in a single location within the Main Library, preferably near the front door, would facilitate security management and increase response time by allowing a concentration of security personnel where they are most needed, and would also facilitate the utilization of the "Tiger Team" approach recommended for Tier One Branches. The Library may wish to consider reconfiguring computer stations from sit-down stations to stand-up stations in the Branches as another way of controlling use.

**It is recommended that staff offices be secured to serve as safe havens in case of emergency, as well as work areas.** Many staff work areas and offices do not have door locks. This is a relatively simple fix that would allow staff who are working alone in a space to be protected from intruders, as well as provide a space staff can go to in case of need for an emergency haven. Further, the ability to lock spaces protects Library and staff belongings from theft. Prior to adding locks to office areas, it should be ensured that staff have adequate egress in case of emergency; it is recommended that two points of egress be available to staff as a precaution against fire as well.

**The Library should provide communications devices for staff working in remote areas.** Devices such as walky-talkies and Vocera are a relatively inexpensive method of enabling instant contact in case of emergency for staff working in remote areas such as Special Collections storage and other storage stacks, or lower level areas in Branches.

**The Library should consider relocating Main Library guard stations to positions immediately visible upon entry to the buildings.** Positioning guards such that they are immediately visible upon entry has a psychological impact and makes the statement that security is important and that safety is central to the operation. Guards who are readily visible to entrants are more alert and are better able to observe conditions in all directions.

**Security procedures should include greater diligence at opening times. Officers should be trained to identify potential problems, and to deter them at the outset.** While respecting the right of all individuals to engage in library services, officers should be stationed to perform a polite screening process at opening time to identify persons displaying intoxication, drug use, and abusive behavior upon entry. Respectful intervention tactics can be learned through training, and utilized to eliminate potential problems, and to place potential transgressors on alert that inappropriate behavior will not be tolerated. Adding a public service staff member to partner with the officer as a "greeter" at opening time also indicates alertness on the part of the staff, and can mitigate against creating an impression of heavy-handedness.

**The Library should enforce its guidelines regarding packages consistently.** Installation of a package measurement device at the Main Library and at Branches located near homeless shelters will aid enforcement of the Library's guidelines regarding packages brought into the premises and reduce arguments at the door. The recommended device would be similar to the carry-on baggage measurement device used in airports.

**To improve the effectiveness of the Library's sizable investment in security technology, it is recommended that the specific mission of each camera in the system be evaluated annually and where appropriate, that cameras be relocated to optimize effectiveness.** In addition, the video surveillance system should be made available to Branch staff for local viewing to enable staff to identify suspect behavior as it occurs, without direct intervention, and to enable the opportunity to initiate response more quickly.

**The Library should consider the installation of a burglar alarm system at the Lakeshore facility, and the installation of an electronic door entry system that would allow staff to control access upon request.** Utilization of this technology would be less expensive, and as effective as the expense of the contract guard service currently relied on. The savings from this change could be more effectively applied to other recommendations in this report. Tangential duties associated with the presence of a guard, such as reviewing the premises for potential water and fire damage may also be addressed with one-time investments in technology such as a water flow detection system.

**The Library should install a duress button behind the service desk at the Library for the Blind and Physically Handicapped.** In addition, the security officer from Memorial Nottingham Branch should be assigned to walk staff members out at 6:00pm when the facility closes. This could be tied to the routine outside patrol at the Memorial Nottingham Branch.

### **THIRD TIER - EMPHASIS: TRAINING**

Finally, there are a group of Branches and other Library agencies that experience few or lower-risk security problems and issues including Broadway, Brooklyn, Jefferson, Rockport, West Park, and the Lakeshore facilities.

These agencies are located in comparatively safe neighborhoods with low crime rates, are well managed, and enjoy the support of other community agencies. The Lakeshore facility including Library for the Blind and Physically Handicapped is a site with less frequent, and controlled, occasional public access.

#### **Recommendations**

**Staff would benefit from regular training to refresh awareness of existing policies and procedures, and of relevant documentation.** Shared training can help to create and maintain a staff culture of mutual support, and strengthens staff resolve to take action to address security problems at all levels. Some Library users rotate from site to site seeking the "weak link" in the system; consistent response and enforcement of policies throughout the system will help promote adherence to the rules. Further, staff move from one agency to another as a result of human resources actions such as promotion or transfers, and should be prepared to deal effectively with a variety of levels of safety.

An outline for general staff training, as requested by the Library and included in the proposal, is attached in **APPENDIX III: TRAINING PROGRAM.**

**Security staff should receive more intensive and more regular training, including de-briefing after serious incidents, with the intention of analyzing causes and improving response.** Responsibility for Library safety and security rests most specifically on the Chief of Security and the Security Department. As the level of threat and vulnerability heightens and changes in Library agencies, the role of security officers requires a more proactive and interactive approach, and the vulnerability of the officers themselves increases. Simultaneously, the need for the Library to project a calm and controlled image in the community remains important. Should the Library implement changes in the operation of the Mobile Patrol Unit, security officers will require new direction.

CSG would be pleased to present a proposal for training targeted to security officers, utilizing some techniques developed for intervention in domestic disputes.

**Implementation of the "Tiger Team" concept as recommended above should be accompanied by training.** Staff who perform in this capacity must be especially trained in identifying potentially violent behavior, in practicing strong yet diplomatic control, and in recognizing the limits of their positive influence. They must know when to turn the situation over to a security officer, or to call in community safety forces. If these team members are to model appropriate behavior to other staff, they must be trained to perform expertly.

CSG would be pleased to present a proposal for training targeted to the model team concept.



## **CONCLUSION**

Clark Security Group identified a number of security threats and vulnerabilities posed by physical, environmental, and human factors within the Cleveland Public Library. The findings were grouped into three broad categories with many common conditions, and recommendations were similarly grouped for purposes of discussion and ease of addressing issues.

It should be understood that conditions, and degrees of threat and vulnerability, can overlap and change at any given point in time and are especially sensitive to changes in staff and in communities. Therefore, all the recommendations should be considered as beneficial to all sites and may be evaluated by the Library for application in a number of locations, regardless of the above categories. This is especially true of training which is recommended for all sites and all levels of staff.

It is the Consultant's assessment that the Cleveland Public Library is well positioned with adequate personnel, technology, policy, and procedures to implement recommendations that will strengthen and improve the safety and security of the Library's staff and its users.

**CLEVELAND PUBLIC LIBRARY  
SECURITY ASSESSMENT AND RECOMMENDATIONS**

**APPENDIX I: INTERVIEWS**

The Consultant worked within the direction and guidance of Deputy Director Holly Carroll, and Chief of Security Michael Janero. CSG independently interviewed the following individual Administrators, Department Managers, and Branch Managers or their designees, key employees, and other stakeholders. The Consultant worked with Main Library and Branch security officers as well as roving patrols.

Holly Carroll, Deputy Director	Joseph Parnell, Business Economics & Labor Staff
Cindy Lombardo, Main Library Administrator	Andrea Wallace, Main Computer Lab staff
(Janice Ridgeway, Branches and Outreach Administrator, Unavailable as of 3/4/09)	John Skrtic, Social Sciences Manager
Michael Janero, Chief of Security	Christine Feczkanin, Science & Technology Staff
Melvin Abrams, Assistant Chief of Security	Ron Antonucci, Literature Manager
Floyd Garrett, Security Supervisor	Karen Martines, Public Administration Library Manager
Peter Brennan, Security Supervisor	Kenyatta Abrams, Main Lending Coordinator
David Washington, Security Supervisor	Warren Reed Shelf Department Manager
Frank Nunez, Security Supervisor	Tish Lowrey, Technical Services Administrator
David Williamson, Security Officer	Barbara Mates, Library for the Blind and Physically Handicapped Manager
Marcel Tudorecu, Security Officer	Kathryn Feeley, Addison Branch Manager
Louis Slesinger, Security Officer	Luigi Russo, Rockport Branch staff
Myron Scruggs, Facilities Administrator	Rekiat Olayiwola, Fleet Branch Manager
Pam Eyerdam, Fine Arts and Special Collections Manager	Gail Hanks, Garden Valley Branch Manager
Pam Benjamin, General Reference Manager	Carolyn Williams, Glenville Branch Manager
Milos Markovic, Foreign Literature Manager	Kristen Schmidt-Harris, Glenville Branch staff
Richard Fox, Popular Library Manager	Helen Zalucyj, Carnegie West Branch staff
Maureen Mullin, Business, Economics & Labor Manager	

Joyce Bowers, Martin Luther King Branch  
Manager

Darlene Ronney Memorial Nottingham Branch  
Manager

Janet Hutch, Broadway Branch Manager

Deva Walker, Collinwood Branch Manager

Gloria Harris, Collinwood Branch staff

Magnolia Peters, E. 131<sup>st</sup> Branch Manager

Jaime Declet, South Branch Manager

Angela Guinther, South Brooklyn Branch staff

Cal Zunt, Jefferson Branch Manager

Linda Jaeckel, Eastman Branch Manager

Vaughn McCarter, Eastman Branch staff

Shirley Hollingsworth, Harvard-Lee Branch  
Manager

Richard Homzy, Lorain Branch Manager

William Spencer, Sterling Branch staff

Sharon Jefferson, Rice Branch staff

Judy Daniels, West Park Branch staff

Ali Boyd, Mt Pleasant Branch staff

Cheryl Diamond, West Park Branch Manager

Sharon Allen, Union Branch Manager

Eric Eubanks, Union Branch staff

Cynthia Coccerro, Brooklyn Branch Manager

Kathleen Lefkowitz, Waltz Branch Manager

Robert Godfrey, Tenable Security Director

William Allen, Tenable Security Supervisor

CLEVELAND PUBLIC LIBRARY  
SECURITY ASSESSMENT AND RECOMMENDATIONS

APPENDIX II:

SECURITY STAFFING & DEPLOYMENT

**CURRENT DEPLOYMENT CONFIGURATION**

**Main Library**

- 1 Security Supervisor
- 3 Fixed Posts
  - Main Lobby
  - LSW Lobby
  - Loading Dock
- 1 Roving Patrol Officer
- 1 Control Room Officer (contract)

**Lakeshore Technical Services**

- 1 Fixed Post Daytime (CPL Officer)
- Nights/weekends (Contract Officers)

**Branch Libraries**

- 3 Mobile Patrols
- 3 Supervisors, Three officers (1 Supervisor, 1 officer per vehicle)
- Contract officer at each of 27 branches (2 at Carnegie West)

**PROPOSED DEPLOYMENT CONFIGURATION**

**Main Library**

- 1 Security Supervisor
- Main Library Building - Lobby Post as currently configured.
- LSW - Lobby Post relocated to center of Lobby
- Loading Dock – managed electronically from Security Control Room
- Roving Officers (2) overlapping patrols throughout Main and LSW
- Security Control Room (contract officer)

**Lakeshore Technical Services**

- 0 officers
- Add technology for visitor controls, burglar and environmental controls.

**Branch Libraries**

- 1 Security Supervisor
- 5 Mobile Patrols (5 two-person units)
- 8 contract officers assigned to documented high incident branches

### **SECURITY STAFFING AND DEPLOYMENT RECOMMENDATIONS**

- Eliminate the Loading Dock Post at Main, manage the process electronically from the security control room and reassign the officer.
- Eliminate the Desk Post at Lakeshore and enable automated visitor controls. Re-assign the officer to Main.
- Eliminate the off hours contract guards at Lakeshore and replace them with a modern burglar and automated environmental system that enables remote monitoring of temperature, water flow, humidity and fire/smoke.
- Rewrite the Mobile Patrol Security Officer Position to include the skills and experience distinct and necessary to the position.
- Establish a single Branch Security Supervisor position to oversee all Branch security operations including the Mobile Patrol
- Eliminate all but one Mobile Patrol supervisor position
- Reconfigure the Branch Mobile Patrol function to five 2-officer vehicles responsible for five Branch zones within the Library system.
- Remove contract officers from all but eight Branches with the most documented security challenges.
- Provide the contract agency with the ability to pay those Branch officers with a wage commensurate with the responsibilities of working in a Library Branch. (\$9.50-\$10.00 per hour).

### **REALLOCATION OF BUDGET**

Presently, the library has a \$1 million budget for contract security officers. The arrangement has been less than optimum, with low wage officers, extensive supervision, training, no shows issues as well as officer indiscretions while working at Library facilities.

The consultant proposes a reallocation of this significant security expenditure to optimize a limited number of contract officers coupled with a more robust CPL Mobile Patrol and the discreet use of security technology at Lakeshore.

## CLEVELAND PUBLIC LIBRARY SECURITY ASSESSMENT AND RECOMMENDATIONS

### APPENDIX III: TRAINING

#### **Security Awareness Training Points**

Clark Security Group will present a series of one hour training programs for Library managers and staff members. The programs will focus on Library, staff, security personnel, and patron responsibilities and opportunities in the CPL security program. The training will cover strategies for the following:

- Effective application of Library security policies, procedures, and documentation
- Protecting staff and patrons
- Alertness to unusual situations
- Awareness of what is going on in the Library
- Recognizing trouble at the front door
- Protecting back office areas from patron intrusion
- Maximizing the effectiveness of Library Security Staff
- Zero tolerance strategies for inappropriate behavior
- Watching out for one another in the Library
- Team work in dealing with difficult patrons
- Dealing with abusive patrons
- Patron evictions and banning practices
- Worst case scenarios (i.e. patron threatening with weapon, shots fired, etc.)
- Shelter-in-place / Evacuation/shelter strategies for staff and patrons
- Effective use of security technology
- Wrap up