

GatorMUN XIX

BACKGROUND GUIDE



Alcatraz

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Director's Note:

Hello delegates! My name is Isabella Fleites, and I am so excited to be your director for the GatorMun XIX Alcatraz committee. I am now a second-year student at the University of Florida, and I am majoring in psychology with a specialization in behavioral and cognitive neuroscience. I have been actively participating in Model UN since I was a junior in high school, making this my fourth year as a member of some kind of MUN organization. While this is my first time directing my own committee, I have been a staff member in several Model UN conferences (including last year's GatorMUN!), as well as a delegate.

As I am sure you are all aware, this is going to be a Specialized Committee. In other words, the procedures of this committee are going to be integrating aspects from both General Assembly and Crisis committees. For much of the conference weekend, delegates will be writing Directives (which are shorter and less formal than resolution papers) in order to respond to the crisis updates delivered by the backroom. Crisis updates will occur as a result of both historical events and committee actions. While delegates will not be sending crisis notes, as they would in a Crisis Committee, things are still likely to progress faster than they would in a General Assembly. In terms of pre-committee preparation, each delegate will be expected to complete a position paper prior to the beginning of the first session.

Alcatraz Federal Penitentiary is a place that has developed an almost iron-like grip on the American imagination, having garnered a reputation as the most notorious prison in United States history. In this committee, delegates will be tasked with the control and maintenance of this prison, beginning with the arrival of the first shipment of prisoners on August 11, 1934. Alcatraz Federal Penitentiary was a bit of an experimental endeavor, being the first maximum security prison in the United States, and at the time of its inception it did produce a fair share of controversy. The goal of the committee will be for the delegates to successfully run Alcatraz up until June 30th, 1935 — the date of the prison's first annual report. At this point the "Alcatraz Experiment" will be declared either a success or a failure based on the actions taken by the committee. In this committee, I hope that delegates will contemplate both the history and role of America's Federal Prison System. Does it serve to protect, or to punish? To rehabilitate, or to reprimand? How has it upheld or failed to uphold justice? As you enter the shoes of those who ran our country's most infamous prison, I hope you are able to find answers to these questions for yourselves. I wish everyone the best of luck!

Sincerely,

Isabella Fleites

Alcatraz, 1934; Director

Special Procedures:

At various times over the course of the committee, delegates will be provided with *Crisis Updates* informing them of both historical issues they will have to resolve and situations brought about through in-committee decisions. The problems that are faced by the delegates will be resolved through *Directives*, since Resolutions are not being used in this committee. Directives are shorter and less formal than Resolutions. Rather than working on one working paper over the course of the weekend, delegates will produce multiple Directives each day in order to respond to and influence Crisis Updates.

Since this committee is partially focused on the power struggle between Alcatraz Administrators and their federal supervisors at the Bureau of Prisons, this committee will be introducing one more procedure: *Conspiracies*. Conspiracies will allow delegates to take action without the direct approval of the Federal Government. They will be written in a similar manner to Directives, but will differ in two important ways. Conspiracies must have the approval of every member of the committee, and they must be planned in a way that prevents them from being discovered. If a single delegate opposes the Conspiracy once it has been tabled, it will fail. Furthermore, if the Conspiracy passes but fails to explain a reasonable mechanism by which the actions of the committee will be hidden, the Conspiracy will be revealed and the delegates will be penalized by the BOP.

Background research is highly recommended for delegates. While this background guide goes over the basic history of Alcatraz and its functioning, delegates will benefit from learning more about how their specific roles in committee might be carried out. The sources used for this background guide are all available for free online, and they should be a good place to start for delegates looking for a more in-depth understanding of Alcatraz's history.

Rules of Procedure

QUORUM

A majority of voting members answering to the roll at each session shall constitute a quorum for that session. This means that half plus one of all voting members are physically present. Quorum will be assumed consistent unless questioned through a Point of Order. Delegates may request to be noted as “Present” or “Present and Voting.”

Company any motion for a Moderated Caucus. In a Motion to Set Speaking Time, a delegate may also specify a number of questions or comments to automatically affix to the Speaking Time. These designated questions or comments may also have Speaking Time or Response Time (in the case of a question) limits, but these are not required. The Director may rule any Motion to Set Speaking Time dilatory. This motion requires a simple majority. Any delegate may make this motion between formal speakers in an effort to change the Speaking Time.

MOTION TO SUSPEND THE RULES FOR THE PURPOSE OF A MODERATED CAUCUS

This motion must include three specifications

- a. Length of the Caucus
- b. Speaking Time, and
- c. Reason for the Caucus

During a moderated caucus, delegates will be called on to speak by the Committee Director. Delegates will raise their placards to be recognized. Delegates must maintain the same degree of decorum throughout a Moderated Caucus as in formal debate. This motion requires a simple majority to pass.

MOTION TO SUSPEND THE RULES FOR THE PURPOSE OF AN UNMODERATED CAUCUS

This motion must include the length of the Caucus. During an unmoderated caucus, delegates may get up from their seats and talk amongst themselves. This motion requires a simple majority to pass. The length of an unmoderated caucus in a Crisis committee should not exceed fifteen minutes.

MOTION TO SUSPEND THE MEETING

This motion is in order if there is a scheduled break in debate to be observed. (ie. Lunch!) This motion requires a simple majority vote. The Committee Director may refuse to entertain this motion at their discretion.

MOTION TO ADJOURN THE MEETING

This motion is in order at the end of the last committee session. It signifies the closing of the committee until next year's conference.

POINTS OF ORDER

Points of Order will only be recognized for the following items:

- a. To recognize errors in voting, tabulation, or procedure,
- b. To question relevance of debate to the current Topic or
- c. To question a quorum.

A Point of Order may interrupt a speaker if necessary and it is to be used sparingly.

POINTS OF INQUIRY

When there is no discussion on the floor, a delegate may direct a question to the Committee Director. Any question directed to another delegate may only be asked immediately after the delegate has finished speaking on a substantive matter. A delegate that declines to respond to a question after a formal speech forfeits any further questioning time. The question must conform to the following format:

Delegate from Country A raises placard to be recognized by the Committee Director.

Committee Director: "To what point do you rise?"

Country A: "Point of Inquiry."

Committee Director: "State your Point."

Country A: "Will the delegate from Country B (who must have just concluded a substantive speech) yield to a question?"

Committee Director: "Will the Delegate Yield?"

Country B: "I will" or "I will not" (if not, return to the next business item)

Country A asks their question (it must not be a rhetorical question.)

Country B may choose to respond or to decline.

If the Delegate from Country B does not yield to or chooses not to answer a question from Country A, then he/she yields all remaining questioning time to the Committee Director.

POINTS OF PERSONAL PRIVILEGE

Points of personal privilege are used to request information or clarification and conduct all other business of the body except Motions or Points specifically mentioned in the Rules of Procedure.

Please note: The Director may refuse to recognize Points of Order, Points of Inquiry or Points of Personal Privilege if the Committee Director believes the decorum and restraint inherent in the exercise has been violated, or if the point is deemed dilatory in nature.

RIGHTS OF REPLY

At the Committee Director's discretion, any member nation or observer may be granted a Right of Reply to answer serious insults directed at the dignity of the delegate present. The Director has the ABSOLUTE AUTHORITY to accept or reject Rights of Reply, and the decision IS NOT SUBJECT TO APPEAL. Delegates who feel they are being treated unfairly may take their complaint to any member of the Secretariat.

DIRECTIVES

Directives act as a replacement for Draft Resolutions when in Crisis committees, and are the actions that the body decides to take as a whole. Directives are not required to contain operative or preambulatory clauses. A directive should contain:

- a. The name(s) of the author(s),
- b. A title, and
- c. A number of signatories/sponsors signatures' necessary to introduce, deter

mined by the 5

Director

A simple majority vote is required to introduce a directive, and multiple directives may be introduced at once. Press releases produced on behalf of the body must also be voted on as Directives.

FRIENDLY AMENDMENTS

Friendly Amendments are any changes to a formally introduced Directive that all Sponsors agree to in writing. The Committee Director must approve the Friendly Amendment and confirm each Sponsor's agreement both verbally and in writing.

UNFRIENDLY AMENDMENTS

Unfriendly Amendments are any substantive changes to a formally introduced Directive that are not agreed to by all of the Sponsors of the Directive. In order to introduce an Unfriendly Amendment, the Unfriendly Amendment must the number equivalent to 1/3 of Quorum confirmed signatories. The Committee Director has the authority to discern between substantive and nonsubstantive Unfriendly amendment proposals.

PLAGIARISM

GatorMUN maintains a zero-tolerance policy in regards to plagiarism. Delegates found to have used the ideas of others without properly citing those individuals, organizations, or documents will have their credentials revoked for the duration of the GatorMUN conference. This is a very serious offense.

CRISIS NOTES

A crisis note is an action taken by an individual in a Crisis committee. Crisis notes do not need to be introduced or voted on, and should be given to the Crisis Staff by sending the notes to a designated pickup point in each room. A crisis note should both be addressed to crisis and have the delegate's position on both the inside and outside of the note.

MOTION TO ENTER VOTING PROCEDURE

Once this motion passes, and the committee enters Voting Procedure, no occupants of the committee room may exit the Committee Room, and no individual may enter the Committee Room from the outside. A member of the Dias will secure all doors.

- No talking, passing notes, or communicating of any kind will be tolerated during voting procedures.
- Each Directive will be read to the body and voted upon in the order which they were introduced. Any Proposed Unfriendly Amendments to each Directive will be read to the body and voted upon before the main body of the Directive as a whole is put to a vote.
- Delegates who requested to be noted as “Present and Voting” are unable to abstain during voting procedure. Abstentions will not be counted in the tallying of a majority. For example, 5 yes votes, 4 no votes, and 7 abstentions means that the Directive passes.
- The Committee will adopt Directives and Unfriendly Amendments to Directives if these documents pass with a simple majority. Specialized committees should refer to their background guides or Committee Directors for information concerning specific voting procedures.

ROLL CALL VOTING

A counted placard vote will be considered sufficient unless any delegate to the committee motions for a Roll Call Vote. If a Roll Call Vote is requested, the committee must comply. All delegates must vote: “For,” “Against,” “Abstain,” or “Pass.”

During a Roll Call vote, any delegate who answers, “Pass,” reserves his/her vote until the Committee Director has exhausted the Roll. However, once the Committee Director returns to “Passing”. Delegates, they must vote: “For” or “Against.”

ACCEPTING BY ACCLAMATION

This motion may be stated when the Committee Director asks for points or motions. If a Roll Call Vote is requested, the motion to Accept by Acclamation is voided. If a delegate believes a Directive will pass without opposition, he or she may move to accept the Directive by acclamation. The motion passes unless a single delegate shows opposition. An abstention is not considered opposition. Should the motion fail, the committee will move directly into a Roll Call Vote.

Background Information

NATURAL FEATURES AND EARLY HISTORY OF ALCATRAZ

The island of Alcatraz has jutted out of the San Francisco Bay for as long as humans have inhabited the Pacific Coast. For at least ten thousand years prior to the onset of European colonization, the Ohlone people indigenous to the region used the island to gather food and -- ironically enough -- isolate those who had violated tribal law. While the Ohlone could not have known the later infamy Alcatraz would garner as a



maximum security prison, some of the island's natural features certainly lent itself to this purpose. The island sits approximately 1.5 miles (2 kilometers) away from the Californian coast. Although this is certainly not an impossible swim, the journey is complicated by the frigid temperatures of the San Francisco Bay and a relentless current that will not hesitate to drag careless swimmers out to sea. In spite of these circumstances, many people have made the swim throughout the years. However, the vast majority of these people had the benefit of weather forecasts which could determine the safest time and place to begin the swim. The prisoners on Alcatraz did not have this privilege.

Another variable that discouraged escape attempts from Alcatraz was the rumor that its surrounding waters were shark-infested. This is a myth that has strongly persisted throughout the years, and was even purposely encouraged amongst inmates to prevent them from trying to escape. However, sharks large enough to do humans serious harm rarely enter the San Francisco Bay. The only animals infesting Alcatraz are the avian creatures that gave it its name -- "Isle de Alcatrazes," or "The Island of Seabirds."

As one might guess by the Spanish origins of this name, it was originally given by the first Spanish colonizers to arrive in the region. Although Spain had claimed ownership of the island upon their arrival, nothing was really done with it until it became property of the United States in 1848 as a result of the Mexican-American War.

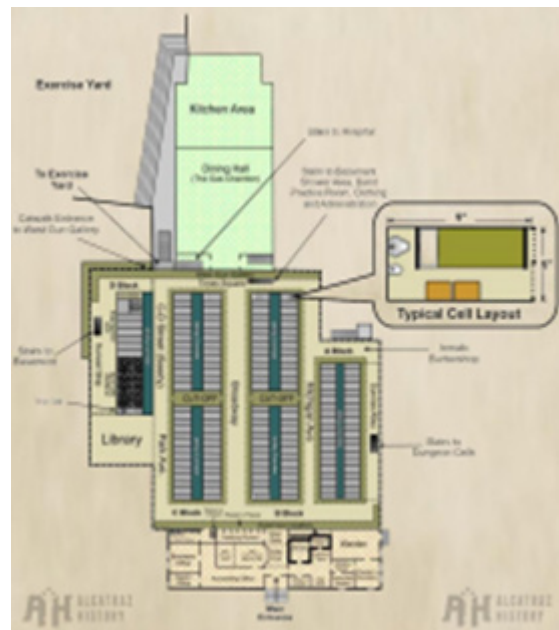
MILITARY ERA AND TRANSITION

Two years after the United States acquired Alcatraz, the Army and Navy proposed for a military base to be created on the island as part of a "Triangle of Defense" that would defend the entrance of the San Francisco Bay. While Alcatraz's use as a fortress was minimal, with its war-time relevance being primarily limited to the American Civil War, the island very quickly discovered a greater purpose as a military prison.

Starting in the late 1850s, Alcatraz served as a place to house prisoners of the US Military. In the 87 years between the opening of the military prison and its transformation into a Federal Penitentiary, Alcatraz hosted a wide range of inmates. Prisoners on the island during this period of time included military convicts, conscientious objectors, and indigenous Americans attempting to resist assimilation.

This number of escape attempts certainly did not endear the people of San Francisco to the idea of any sort of prison on Alcatraz, much less one for “the worst of the worst” criminals. As a result, there was a good deal of opposition from the general public when the Department of Justice announced that a maximum security prison was to be constructed on the island. Both the San Francisco Chief of Police and the San Francisco Board of Supervisors voiced displeasure at the idea of the federal prison, as well as the local media. There was a substantial fear that dangerous prisoners would be able to make it off the island and wreak havoc upon neighboring communities. The unease got to the point that two women even successfully made a swim to the island to point out how easily prisoners could make it off. However, despite these protests, the Department of Justice could not be swayed. Come 1934, Alcatraz would become host to the first maximum security federal prison in American history.

- Guardhouse: one of the oldest structures on the island, functioned as a reception area where all new prisoners were identified
- Model Industries Building: houses some of the prison workshops, also used to clean laundry
- Warden's House: 3-floor mansion, houses whoever the current warden is
- Lighthouse: a lighthouse has been present on Alcatraz ever since it came into the custody of the US military
- Building 64: formerly served as army barracks, will likely be used to house correctional officers and their families
- Officer's Club: houses social events for Alcatraz employees and their families
- Power Plant: provides power for the island
- Quartermaster's Warehouse: used to store materials not currently in use
- Parade Grounds: an open plot of land that was once used to host military drills, now stands completely empty



- Main Cellhouse: the main prison building, which currently contains...
 - Cell Blocks A-D (Floor 1)
 - Administrative Area (Floor 1)
 - Armory
 - Dining Hall (Floor 1)
 - Kitchen (Floor 1)
 - Library (Floor 2)
 - Hospital (Floor 2)
 - Assembly Hall/Chapel (Floor 2)
 - Basement
 - "The Dungeon"
 - Food Prep/Storage
 - Shower room
 - Clothing Storage
 - Barber Shop
 - Print shop (almost never used)
 - Recreation Yard: outdoor area for the prisoners

1 Note: The maps presented are from the modern day, so some of the information might contradict with what is written in this section. Some changes include the presence of the New Industries Building and Water Tower in the first map, the existence of a "Band Practice Room" in the second map, and the first floor location of the library and barbershop in the second map. Furthermore, there was certainly not an "Alcatraz Giftshop" or "Alcatraz Heliport" at the prison when it first opened. In the case of any other contradictions, the written portion of this background guide takes precedent.

During the transition period between the military and prison eras, as well as in the years afterwards, several changes and additions were made to the structures on the island. While the military passed on a lot of the furniture and supplies that were already on the island, the new administration did supplement this with their own purchases. More weapons (including submachine guns, pistols, shotguns, and gas equipment) were obtained and housed in the administration wing's armory. A three gate "sally port" system was constructed in the entrance between the administration wing and the main prison in order to prevent inmates from attempting to escape. A metal detector was also added to one of these gates. One of the most extreme additions by far was the construction of tear gas discharge units in the dining room, which were meant to be activated in the case of a prison riot.

While a few more buildings were constructed in the years following the opening of the prison -- most notably the New Industries Building in 1939 and the Alcatraz Water Tower in 1941 -- these were built outside of the scope of this committee and will not be immediately available to the delegates.

Federal Prison

FIRST PRISONERS

Alcatraz's first prisoners were -- technically -- already residents of the island. Inmates 1 through 34 had first started their sentences at the military prison on Alcatraz. When the island was officially placed into the custody of the BOP, it was decided that the "worst" of the military prisoners would be transferred into the new penitentiary. While Alcatraz had been under the control of the BOP for some months at this point, these prisoners finally became "official" prisoners at Alcatraz Federal Penitentiary on July 1, 1934.

The first group of prisoners to be physically transferred to Alcatraz arrived on August 2. The group consisted of 14 men being transferred from McNeil Island, and they served as a "test run" that allowed for the administration to prepare for handling larger numbers of incomers. Warden Johnston tried to ensure that as little information as possible reached the press regarding the inmates entering Alcatraz, as he wanted to avoid a media frenzy regarding the types of people being hosted so close to a residential area. This became an even bigger priority as more infamous prisoners began being placed at Alcatraz. In order to avoid information leaks, incoming prisoners were usually listed as "shipments of furniture" in official correspondence. Despite these efforts, the identities of the first 14 incoming prisoners were quickly leaked to the general public, and there would be many more "leaks" of this kind as the prison continued to operate.

After the first group of prisoners were officially transferred without any altercations, Alcatraz prepared to welcome larger groups of inmates into its custody. There were to be two more major "shipments" to the island in the coming months: a group of 53 men on August 22, and a group of 200+ men on September 4. Following the arrival of these inmates, Alcatraz was officially "in business."

LIFE AS A PRISONER

The first person a prisoner on Alcatraz would encounter, following the Warden or Deputy Warden, was the Chief Medical Officer. Before they could properly enter the prison, they must have been fully searched for any contraband or contagious diseases. Following this "check-up," prisoners would go through a psychological evaluation conducted by the Consulting Psychiatrist to ensure that they were mentally stable enough to stay on Alcatraz. Unless they experienced some sort of medical problem, prisoners would only encounter the prison doctors again when doing mandatory evaluations. However, the Chief Medical Officer or his assistant were required to be on Alcatraz at all times. Since prisoners were not allowed to be transported off of the island to receive treatment, somebody always had to be available at the prison hospital to handle any medical emergencies. Only the Chief Medical Officer needed to be available at all times, but the hospital was also staffed by a Visiting Dentist and the Consulting Psychiatrist.

Once a prisoner actually made it into the prison proper, they could expect to be greeted with absolute silence. This was a result of Warden Johnston's "no-talk" rule, which forbade speaking between prisoners for the vast majority of the day. This rule prohibited prisoners from loitering between stations and speaking in quite nearly any given context. Prisoners could only speak freely when they were visiting the recreation yard during the weekends and in the shops -- and even these were privileges that could be withdrawn at will. Prisoners could also briefly exchange words during meals, but only when necessary in regards to the food. The ultimate result of this was that prisoners typically spent at least five days a week with almost no social interaction... and that was only if they had followed all the rules.

So what would happen if a prisoner were to violate the “no-talk” rule, or any of the other rules that kept Alcatraz’s inmates in line? For a minor infraction, prisoners typically lost yard privileges for up to a month. A more serious offense could cost a prisoner not just yard privileges but also the right to outside correspondence and visits. If an inmate were to be involved in multiple rule violations, they were typically sent into Isolation or Solitary. Prisoners in Isolation would spend the entire day locked inside of their cell, and would receive limited meals. Prisoners in Solitary would receive the same treatment, in addition to being denied lighting or personal belongings. Guards could control the amount of light entering a cell through a panel on the cell door, and if it was shut completely a prisoner could be plunged into absolute darkness. There were two more “severe” solitary cells that would be used if a prisoner was particularly unrowdy or if all the other cells had already been filled. The first was the “strip cell,” a cell that lacked a bed, toilet, and washbasin. The second was “the Dungeon,” a holdover from the prison’s military days. When the regular Isolation/Solitary cells were overrun, prisoners were chained in the citadel basement. While Warden Johnston reported feeling ashamed of the Dungeon, as it was poorly constructed and easy to escape, the room was still used to hold inmates for the first few years of the prison’s existence.

If a prisoner stayed on the good side of the guards, there were a number of ways they could pass the time during their stay at Alcatraz. Prisoners could write up to one letter a week to their immediate family, as long as they hadn’t had their mail privileges confiscated. If reading was more their speed, they could check out one of the hundreds of (thoroughly censored) books and magazines kept in the library. Come 1935, they could take one of the 19 courses offered by the University of California at Alcatraz. By 1936, they could also join the Alcatraz softball team or the prison orchestra. No matter what year it was, playing horseshoes or handball in the yard was always available on the weekends.

If none of these things were of interest, the prisoners had one more option -- work. Work was considered a privilege at Alcatraz. While some of the jobs could be greueling, most prisoners vastly preferred it to the hours of monotony they would be faced with otherwise. In order to get a position, a prisoner would have to submit a written application to the warden. If the application is accepted, the prisoner is randomly assigned one of the many jobs available on Alcatraz. A prisoner could not request a particular job until he had spent one year successfully working at their first assignment. Job assignments included the rubber mat factory, the clothing factory, the model (or furniture) shop, the tailor shop, the shoe shop, dry-cleaning, laundry, and maintenance (which consisted of janitorial work and painting). A select number of prisoners were also permitted to work in the Kitchen, Library, and Hospital, and two even worked as the Warden’s gardener and personal cook. Prisoners did not have to be paid for this labor until the beginning of World War 2, where they were finally given a minimum wage... of 5 cents.

In spite of the many difficulties faced by the prisoners of Alcatraz, there was one thing that they begrudgingly admitted was pretty decent -- the food. Alcatraz had a surprisingly wide variety of high-quality meals available to the prisoners. Prisoners had full choice over the type and amount of food they ate, with only one condition: they had to finish all of the food on their tray. Just like everything else in this prison, food was used as a form of discipline, and any prisoner who wasted food would be punished by being deprived of their next meal.

EMPLOYEES/GUARDS ON ALCATRAZ

Most of Alcatraz's initial staff were selected by the Bureau of Prisons and instated with the approval of Warden Johnston. Because of the ongoing Great Depression, salaries of BOP employees had been cut by 15 percent for the fiscal year of 1934 -- and there was a further 10 percent cut planned for 1935. Despite these financial difficulties, a great deal of effort was put into ensuring that the correctional officers (or, informally, guards) on Alcatraz would be able to perform their duties to the best of their abilities. Most employees at Alcatraz, particularly the correctional officers, lived on the island with their families. The prison provided housing for the employees that was separated from the actual prison area. While this housing was not far from the prison yard, it was considered relatively safe, and many employees' children lived on Alcatraz.

In addition to providing housing, Alcatraz also provided its correctional guards with extensive training. Every guard on Alcatraz had to attend a three month training course on McNeil Island Penitentiary in Washington. Guards were trained in many forms of athletics and self-defense, which included "gymnastics, marching, drilling, boxing, wrestling, jujitsu, use of gas, and handling firearms." They also had to take classes in subjects relevant to prison work, such as psychology and criminology. Once the guards actually began working on Alcatraz, they typically had three shifts: the day shift, night shift, and morning shift. The only guards that carried arms during their shifts were the ones working the watchtowers.

Topics of Committee

FINANCES

Alcatraz Federal Penitentiary's "grand opening" is occurring in the midst of the Great Depression. The implications of this for the committee are clear: delegates will have to make do with a tightly monitored budget. Making matters worse, even in the best of times Alcatraz required large monetary investments in order to keep functioning. Because of the island's physical isolation from the mainland, all incoming supplies had to be delivered via boat. There was no source of fresh water on the island, so millions of gallons had to be imported to the prison every week -- and this was in addition to the food, medicine, and other necessities that the prison had to ship in. While these expenses already placed enough of a financial burden on the Alcatraz Administration, there was another issue that they had to take care of -- the maintenance and repair of structures on the island. Most of the preexisting buildings on Alcatraz were incredibly old, some even dating back to the mid-19th century. Worn down by both time and the corrosive salt air of the San Francisco Bay, these buildings will require active maintenance by the Alcatraz Administration in order to remain in functional condition.

While running Alcatraz might have an inherent degree of costliness, do not expect the federal government to be sympathetic. One of the primary reasons Alcatraz closed in 1963 was that it was simply considered too expensive to be worth maintaining, and the Federal Bureau of Prisons (BOP) only has so much money that they are willing to invest in the experimental endeavor that is Alcatraz -- especially considering the current financial status of the country. If the committee ends up spending copious amounts of federal funds without an equivalent uptick in positive results, the prison's administration could end up in some hot water. As a result, the committee should keep affordability and self-sustainability in mind during every decision.

SECURITY

Alcatraz's biggest responsibility, above all else, is making sure that not a single prisoner steps foot off the island. While Alcatraz is in the middle of the San Francisco Bay and swarming with armed guards, there have still been multiple escape attempts throughout its history — most notably the June 1962 prison break. That last escape attempt in 1962 was actually a contributing factor in the decision to close down Alcatraz, especially when combined with the financial costs of the prison (after all, why spend so much money on a prison that can't keep track of its prisoners?). This incident occurred many years after Alcatraz first opened, and still had a detrimental impact on the reputation of the prison. If a similar incident were to occur in the very first year of the prison's creation, there is no doubt that the BOP would put a quick end to this project.

PRISONER'S RIGHTS

Alcatraz was notoriously harsh on its inmates, with prisoners being subjected to a 24/7 silence mandate and getting thrown in solitary for relatively minor infractions. While Warden Johnston claimed to forbid "cruelty or undue harshness" at Alcatraz, some of these rules call into question how exactly the prison was defining "cruelty." There were multiple strikes and riots at the prison in response to the inmate's treatment by the administration, with one of the earliest strikes occurring in 1936. Often, a specific demand was not provided, although sometimes prisoners did voice a purpose for going on strike (such as better wages). The prison's administration itself has taken numerous approaches to this issue throughout Alcatraz's history (although ultimately the facility was always punitive in nature). For example, Alcatraz has both encouraged and harshly punished the decoration of a prisoner's cell at different points in its history. Whether Alcatraz will commit to strict disciplinary measures or decide to take a gentler approach will depend on the decisions made by committee members.

PUBLIC BACKLASH

Alcatraz was not exactly popular with the residents of San Francisco when it first opened its doors. The media, residents, and local officials all voiced concern over "dangerous" criminals being housed so close to a residential area. Furthermore, opposition has been voiced in the past to the way that the inmates at the military prison were being treated or unfairly detained. Should similar information come out surrounding the new penitentiary, it is entirely possible that a similar backlash will occur. In order to court the support of the general public, it is important to both do outreach to local officials and journalists as well as closely monitor the information coming out of the prison. The committee must make a decision on whether to be transparent on the events going on at Alcatraz or to keep everything confidential.

FEDERAL OVERSIGHT

While the committee is, locally speaking, in charge of Alcatraz, even they must answer to the demands of the Federal Bureau of Prisons. If the federal government takes a dislike to the decisions of the delegates, Alcatraz might face budget cuts or even complete foreclosure. The committee's response to all of the previously discussed topics will be closely scrutinized by the BOP higher ups. They will disapprove of anything they consider to be a waste of funds as well as anything that will reflect poorly on the actions of the government. They might also provide input if they consider the treatment of Alcatraz's prisoners to be too soft or too harsh. Throughout the committee, delegates will have to make sure to stay on the good side of the federal government while also attempting to carry out their own interests.

Positions

NOTE: Some of these positions existed historically but had no recorded occupant, while others had to be created for the purpose of this committee. As a result, some names had to be fabricated. These positions will be labelled by a single () or double (**) asterisk, respectively.*

WARDEN — JAMES A JOHNSTON

Warden Johnston runs his prison according to one, true rule: “maximum security and minimum privileges.” While he is regarded as a reformist by his contemporaries, do not be fooled. Johnston is always first and foremost a strict disciplinarian. True to his beliefs, he is known to have strictly restricted prisoner’s access to privileges such as outsider visits and entertainment. Most infamously, he has imposed a “rule of silence” upon Alcatraz that forbids prisoners from speaking to each other outside of specific circumstances. As the Warden of Alcatraz, Johnston will attempt to fulfill his role as a director of policy, personnel, and public relations in a way that will allow him to shape the prison in the image of his ideals.

ASSOCIATE/DEPUTY WARDEN — CECIL J SHUTTLEWORTH

Alongside Warden Johnston, Deputy Warden C. J. Shuttleworth is known as one of the “iron men” of Alcatraz. Although he takes much pride in his work, which consists of directing the custodial force and maintaining the inner-workings of the prison, he seems to continuously find himself in the position of second place. Most recently, he has been forced to share a cramped room with the Chaplain while the Warden’s Secretary gets to work in the prison’s largest office. Because of these blows to his authority, the Deputy Warden has become more eager than ever to assert himself as a force to be reckoned with at the penitentiary.

CHIEF MEDICAL OFFICER — DR. GEORGE HESS

The prison’s most highly ranked medical professional has had his hands full as of late. Due to his position, Dr. Hess has to spend most of his time on Alcatraz in order to be prepared for any medical emergencies that might arise. He is also one of the first faces a prisoner will encounter upon entering Alcatraz, as he is the one who must check newcomers for any potential contraband or illness. Because of the relatively small population of prisoners living on Alcatraz (and the relatively small amount of time he spends off of the island), Dr. Hess is able to forge a much stronger physician-patient rapport than most prison doctors. As a result, he will likely have much to say in regards to the medical treatment and wellbeing of Alcatraz’s prisoners.

CONSULTANT IN PSYCHIATRY — DR. EDWARD W. TWITCHELL

Unlike Dr. Hess, Dr. Twitchell doesn’t have to spend his entire day on the island. Because of this, he has much more time to invest in furthering his own career through the publishing of medical papers. Being a consultant at Alcatraz is an excellent opportunity for Dr. Twitchell to advance his knowledge on the psychology of so-called “hardened criminals,” and he is very interested in exploring ways to shape these men into becoming more acceptable for society. He holds a good deal of respect for Warden Johnston and his disciplinarian techniques, and hopes to learn much from the man during his time at Alcatraz.

CHIEF CLERK — LORING O. MILLS

Clerk Mills is a seasoned veteran of the prison system, having been hand selected by the Bureau of Prisons to work at Alcatraz. As a BOP employee, he will be very interested in maintaining the interests of the organization through the running of Alcatraz. However, he is also very interested in the continual existence of the penitentiary — if Alcatraz turns out to be a failure, it may not reflect well on his employment record. As the prison's Chief Clerk, he is responsible for overseeing the administrative staff, directing on-island employee housing, and keeping track of what supplies are needed on Alcatraz.

WARDEN'S SECRETARY — FRED REICHEL

Warden Johnston relied on very few people as much as he relied on his Secretary. Secretary Reichel often works long hours, unable to turn in for the day until the Warden himself has concluded with his work. His list of responsibilities include opening all institutional mail, answering phone calls, preparing correspondence on behalf of the Warden, and doing pretty much anything else his superior demands of him. All in all, he is essentially the communications master of Alcatraz.

LIEUTENANT 1 — EJ MILLER

Similarly to the Warden, Lieutenant Miller is known for being a strong supporter of strict discipline at Alcatraz. He tends to take on an inflexible and stern demeanor when handling prisoners, and is usually the first one to arrive on the scene when one of them is causing trouble. While there are many at Alcatraz who might be less than sympathetic towards the inmates, none of them inspire as much dread in the prisoner population as Miller.

LIEUTENANT 2 — PAUL J MADIGAN

21 years after the prison's opening, Paul Madigan rose up the ranks to become Alcatraz's third warden. However, for now he is simply a lieutenant at the newly christened federal prison. Although he certainly does not possess as much power as he does later in his career, he still has much influence over his subordinates in the way they interact with the inmates. Unlike some of Alcatraz's other administrators, Madigan is known for taking a gentler approach in dealings with prisoners and staff. While this has led to his being popular with the prisoners, some of his more hard-handed associates believe he is being too "soft."

LIEUTENANT 3 — EDWARD O STARLING (ATLANTA)

Being an Atlanta native as well as an experienced correctional officer, Lieutenant Starling has extensive knowledge on the legal/criminal landscape of the East Coast, as well as how to direct prison guards in going about their duties. Since many of the incoming prisoners (particularly the more notorious ones) are coming in from the East Coast, Starling's history in the area will help him in handling these individuals. Lieutenant Sterling has also been placed in charge of maintaining and guarding Alcatraz's armory, as his extensive history has given him an above average knowledge of prison weaponry.

LIEUTENANT 4 – RICHARD CULVER (PETERSBURG)

Lieutenant Culver is usually in charge of keeping a watch on the outermost areas of the prison. He leads the guards in maintaining and operating Alcatraz's towers and is the last line of defense against any prisoners that hope to escape. Because of his position, he is very invested in maintaining a high level of security on Alcatraz and ensuring that not a single inmate ever manages to escape the island.

PROTESTANT RESIDENT CHAPLAIN – REV. EZRA VAN NUYS

Reverend Ezra van Nuys chose to work here as a favor. Being a good friend of Warden Johnston, he was more than willing to step up when he heard that the man needed someone to fill the role of Alcatraz's Chaplain. As the Protestant Resident Chaplain, he is responsible for both the scheduling of religious services on Alcatraz and the direction of the prison's educational pursuits (particularly through the supervision of the Library). While he is a Protestant reverend, Rev. Van Nuys must cooperate with spiritual leaders from other faiths in order to ensure that prisoners can attend services of their own religions. He is very concerned about the spiritual health of the prisoners, as the protestant services on the island have a remarkably low turnout.

FISCAL AND BUSINESS ASSISTANT DIRECTOR – W.T. HAMMACK

As an employee of the Bureau of Prisons, W.T. Hammack helps determine how much money is being invested in America's federal penitentiaries — including Alcatraz. In order for Alcatraz to continue obtaining federal funding, it must continue to live up to the BOP's standards. Hammack's role in this committee is to ensure that this is accomplished, performing inspections and managing contracts involving Alcatraz in order to keep everything up to the Federal Government's expectations. Although he answers first and foremost to his superiors, he is still very amiable with his fellow committee members. He is known to be very close friends with Loring O. Mills, and has defended J. H. McFadden from being criticized by governmental higher-ups in the past. If a rule seems unfair or unreasonable to him, he might be willing to turn a blind eye.

SUPERINTENDENT OF CONSTRUCTION – J H MCFADDEN

Out of everyone on this committee, nobody understands what makes Alcatraz tick better than Superintendent McFadden. McFadden is a holdover from the island's days as a military prison, making him the only committee member being transitioned in from the previous administration. As a result, he has an extensive knowledge of the island's strengths and deficits in engineering, and he oversees all construction that occurs on Alcatraz.

DISBURSING CLERK – JOHN D. MILLER

As Disbursing Clerk, John D. Miller's main concern is the budget. In other words, he determines who and what the prison is investing its money into. As the one responsible for distributing Alcatraz's limited finances, he will be most preoccupied with the cost effectiveness of the prison's future endeavors. After all, if the prison becomes too expensive to maintain, the whole project will eventually go under.

POWER PLANT ENGINEER — WILLIAM J ELLIOT

Alcatraz, being separated from the rest of San Francisco by the frigid waters of the bay, faces unique challenges in regards to maintaining power. This is where William J. Elliot comes in — as the Power Plant Engineer, he is responsible for ensuring that electrical power can be provided to Alcatraz in a safe, consistent, and cost-effective manner. He doesn't concern himself much with the prisoners themselves — that's not his area of expertise, after all. However, he feels very strongly about making sure that Alcatraz will be structurally and electrically sound for years to come.

SAN FRANCISCO CHIEF OF POLICE — WILLIAM J QUINN

As the San Francisco Chief of Police, William Quinn has many concerns about the presence of a maximum security prison in his city. His greatest worry is that a prison break might occur, wreaking havoc in the neighboring community. Because of these issues, Quinn will very closely watch the level of security at the prison. Considering the fact that he didn't want Alcatraz to be built in the first place, he will certainly keep a critical eye on everything accomplished by the committee.

PRISON STEWARD — STEWART STEWARD *

There are many things that have contributed to Alcatraz's fearsome reputation, but the one thing the inmates have never complained about is the menu. Stewart Steward is the man who directs the culinary itinerary at Alcatraz Federal Penitentiary, and anyone who's worked with him will tell you that he's the best in the (admittedly limited) field of penal cuisine. As the Prison Steward, he is responsible for obtaining, storing, and preparing food for the island that is of sufficient nutritional value for the prisoners. While it's not an easy job, nobody does it better than him — the man was practically made to be a steward.

STOREKEEPER — ANDREW WOODMAN *

Contrary to what some might believe, prisoners don't spend all of their time rotting away in their cells. There are several "workshops" that prisoners on Alcatraz can work at — including woodcarving, rubber production, and shoemaking — all of which are overseen by Storekeeper Woodman. Alongside directing and managing these prison workshops, Woodman must keep stock of the materials required for these activities and ship in anything that is missing. Though these workshops ostensibly serve to instill discipline and teach life skills to Alcatraz's inmates, Woodman has become very interested in how prisoner-produced goods could make money for the prison's administration.

RECORD CLERK — RICHARD CLARKS *

Richard Clarks knows everything about everyone who sets foot on Alcatraz. As the Record Clerk, he must keep track of the personal information of every inmate and employee on the island. This "information" includes things such as criminal records, medical history, employment background, and pretty much anything captured in government paperwork. In addition to this, he has close ties with other federal prisons as well as local law enforcement, as he must be able to exchange documents with them when a prisoner is transferred or causes problems.

HEAD SANITATION OFFICER – STANLEY STEAMS **

Stanley Steams is in charge of Alcatraz's greatest unsung heroes -- the custodians. Sanitation at Alcatraz was a bit more complicated than it was at other federal penitentiaries, as a result of the isolated nature of the prison. One of Mr. Steams' most important jobs is making sure that waste doesn't build up in the prison, and that it can be removed to another location when necessary. In addition to managing this issue, Steams must also monitor the activity of the prison janitors -- particularly those who were selected from Alcatraz's population of inmates.

HEAD OF PRISONER AFFAIRS – JIMMY DECKARD **

Poor Jimmy is trapped between a rock and a very, very hard place. As the one who organizes the prisoners' schedules and activities, he is often the first person to hear of their demands and complaints. The problem is, as a result of executive meddling, there is often very little he can do about them. Now that he can be included in the decision-making body of Alcatraz Federal Penitentiary, he is in a much better position to air out the grievances of the prisoners. Whether anyone will listen, however, is a completely different matter.

HEAD OF CENSORSHIP – CONNER O'BRIEN **

Alcatraz's prisoners can seek outside information from three primary sources: library books, magazines, and letters from family. Before these documents reach their hands, however, they must first make it through O'Brien. Being in charge of the prison's censorship, O'Brien will black out any information he finds to be inappropriate for the inmates. This includes topics such as sexuality, violence, and political extremism. In addition to censoring the contents of these documents, O'Brien also makes sure that any incoming letters only come from approved contacts. As one might imagine, it would not do for inmates to be communicating with any co-conspirators.

PUBLIC IMAGE COORDINATOR – TIMOTHY BRUSHEL **

While the Head of censorship controls what goes into Alcatraz, the Public Image Coordinator controls what goes out. The Alcatraz administration is concerned with ensuring only strictly controlled information is making it to the general public, and for good reason. Any negative press would make it much more difficult for Alcatraz to maintain its federal approval. Furthermore, leaks in the specific identities of the prisoners being sent to Alcatraz could lead to the prison's security being compromised. In order to prevent such catastrophes, it is Brushel's top priority to ensure that only approved information makes it to the media.

HEAD OF EMPLOYEE AND FAMILY SERVICES – BENJAMIN HALLS **

Aside from housing prisoners, Alcatraz is also home to the families of its employees. Many guards live with their wives and children in employee housing, and it is Benjamin Halls' responsibility to ensure their time at Alcatraz is as pleasurable as possible. Alongside organizing the living arrangements and necessities of these families, Halls must schedule recreational events such as parties and sports games.

FIRE AND SAFETY COORDINATOR – GERALD SMOKES **

Considering its isolation from the mainland, Alcatraz would be in serious trouble if there was a serious accident/disaster, such as a fire. This is where Gerald Smokes comes in. Smokes' job is to prevent such incidents from happening, as well as ensuring emergency measures are in place to handle any situations that do happen. Incidents that Smokes should be prepared for include fires, storms, earthquakes, machinery malfunctions, and power outages - amongst other things.

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