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DIVISION OF CORRECTION MANUAL 300-1

BOOT CAMP PROCEDURES MANUAL

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FOREWORD

The Division of Correction has the responsibility to provide human services programs which prepare inmates for return to the community. It also has responsibility for developing new frontiers in our efforts to provide these services. The boot camp project is one of the Division of Correction's most unique efforts to develop efficient and effective programming.

Boot Camp is...

- * A positive environment for human development in caring community where individuals can help themselves and each other. Staff and inmates work together to establish and maintain a positive growth-filled environment. Community members focus on behavioral change and confront attitudes which are destructive to individuals and to the life of the program.
- * A place to set goals and to practice behaviors which lead to successful living.
- * A disciplined life style that includes a process for examining attitudes and values for learning to deal with stress.
- * A chance to change, to confront mistakes and accept responsibility for one's life.

There are three primary goals for boot camp. The first goal is to assist in the overcrowding crisis by providing the means for selected inmates who are serving sentences of five years or less to be released after completion of the six month intensive incarceration experience in the boot camp.

The second goal of the boot camp is to encourage inmates to become responsible, productive citizens by providing them with the means to accomplish this goal. The boot camp is designed to be a positive environment for human development where individuals can help themselves and each other. The boot camp shall use a strict physical and military regimen for the purpose of keeping the inmates motivated and focused on making behavioral changes and confronting attitudes which are destructive. The environment that is planned for the boot camp will emphasize:

- Academic education;
- Accepting community responsibilities (teamwork);
- Accepting personal responsibilities;
- Development of a positive work ethic;
- Development of positive self-esteem;

- Courage to accept individual challenges;
- Getting along with others;
- Individual motivation;
- Physical wellness;
- Respect for authority;
- Self-discipline;
- Substance abuse treatment; and
- Employment Readiness

The third goal is to create a more positive work environment for both inmates and correctional employees who operate the boot camp. One observation that has been made during visits to boot camp programs in other states is that both inmate and staff morale appear to be much higher than in traditional correctional settings. It is hoped that a comparable positive environment can be created in Maryland and that perhaps some boot camp techniques may prove beneficial to other correctional settings in Maryland.

Elmanus Herndon
Commissioner

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I. Eligibility Criteria

Inmates who meet the following criteria are eligible to participate in the boot camp program:

- A. Are serving their first incarceration in the Maryland Division of Correction;
- B. Are less than 26 years old;
- C. Are not serving a sentence for a crime of violence as defined in DCR 100-17 and Article 27, Section 643B, ACM;
- D. Are serving a sentence of 5 years or less;
- E. Are medically, physically and psychologically fit to participate in the program;
- F. Are classified minimum security or lower;
- G. Have no A or B type detainers or any detainers for a commitment for a consecutive sentence in another jurisdiction;
- H. Have at least 9 months remaining to serve on their sentences;
- I. Have no history of escapes or elopements or absconding from supervision;
- J. Who volunteer for the program.

II. Staging Inmates for Boot Camp

- A. Inmates who meet the eligibility criteria listed above will be scheduled for transfer to the boot camp facility in accordance with procedures established by the Commissioner. The sending institutional classification team shall advise the inmate that:
 1. He/she is being transferred to the boot camp facility for consideration for entrance into the program.
 2. While the inmate is being transferred to the boot camp facility, participation in the boot camp program is optional. If the inmate does not wish to participate in the program, he/she will be transferred to another institution as soon as possible after he/she receives the boot camp orientation.

3. Upon arrival at the boot camp facility, the inmate is automatically assigned to the boot camp labor pool and shall be given work tasks by a drill instructor during the short period of time until the inmate either begins the boot camp program or is transferred to another institution. During this time the inmate will be earning appropriate inmate wages and industrial credits.
- B. A housing area of the boot camp shall be designated as the staging area for inmates who are being considered for the program. This portion of the boot camp program shall be known as the staging phase of the program. Inmates will remain in staging until they either begin phase I of the boot camp program or until they are transferred out of the unit.
- C. All inmates assigned to the boot camp are also automatically assigned to the boot camp labor pool. A drill instructor will assign inmates in the boot camp labor pool to specific work details within the perimeter of the boot camp fence as soon as possible after arrival. Inmates in the boot camp labor pool shall earn appropriate inmate pay and industrial credits.
- D. Upon arrival at the boot camp staging area, the inmates will:
 1. Be given a preliminary program overview of the boot camp program by a drill instructor and issued all necessary items.
 2. Have boot camp eligibility verified by a classification counselor who will complete and sign the Boot Camp Eligibility Sheet (DC Form 300-1aR) for all eligible inmates received at boot camp.
- E. Within 3 working days of arrival, the inmates will receive an extensive orientation regarding the boot camp operation and all the rules and obligations of the program.
- F. Once inmates have received their orientation, they will be given the option of either volunteering for the the boot camp program or transferring to another institution.
 1. For inmates who decide not to participate in the boot camp program, the classification counselor shall:
 - a. Ensure that the inmates sign the Boot Camp Orientation Form, DC Form 300-1bR..

- b. Ensure that the inmate is reclassified to another facility as soon as possible in accordance with the procedures established in DCR 100-1.
2. For inmates who volunteer for the program, a classification counselor shall:
- a. Ensure that the inmates sign the Boot Camp Orientation Form, DC Form 300-1bR.
 - b. Ensure that the following steps are followed for developing a Mutual Agreement Programming (MAP) Agreement:
 - 1) Review the MAP Agreement to ensure that the inmate fully understands all terms of the standardized agreement that have been approved by the Parole Commission for inmates who meet boot camp eligibility criteria;
 - 2) Have the inmate sign the agreement;
 - 3) Have the agreement reviewed and either approved or disapproved by the Warden or his/her designee. The warden or his/her designee shall represent the Commissioner of the Division of Correction for all boot camp MAP negotiations and shall approve or disapprove all boot camp MAP agreements for the Commissioner.
 - a) If the MAP agreement is approved by the Warden or his/her designee, the counselor shall forward the MAP agreement and the completed Boot Camp Eligibility Sheet (DC Form 300-1aR) to the Case Management Unit for final review and approval by the Parole Commission;
 - b) If the MAP agreement is disapproved by the Warden or his/her designee, the counselor shall ensure that the inmate is reclassified to another facility as soon as possible in accordance with the procedures established in DCR 100-1.
- G. During the staging phase, boot camp staff will instruct inmates who volunteer for the program with the following that they will need during the program:

1. Rules and Regulations of Boot Camp as listed in the inmate handbook;
2. Boot Camp procedures;
3. Military bearing;
4. How to make a rack;
5. Grooming Standards;
6. Hygiene Standards;
7. General Orders;
8. Basic military commands;
9. Visitation and phone call procedures;
10. Other basic items as required by the boot camp commander;
11. The boot camp commander or designee shall establish a basic drill routine for inmates;

III. The Three Phases of the Boot Camp Program

A. Phase I - This is an eight week period.

1. The initial week of phase I of the boot camp program is designated as "Motivation Week" upon which the inmate will be required to make the transition from his past unstructured environment.
2. In this phase inmates will begin receiving specialized, intensive and rigorous training that is designed to develop self control, character, orderliness and efficiency.
3. Inmates will be required to:
 - a. Participate in academic education;
 - b. Participate in physical training;
 - c. Participate in drill;
 - d. Participate in community meetings;
 - e. Participate in the addictions program;
 - f. Participate in field day activity/clean up;

- g. Complete training in military customs; courtesies and protocols; and,
 - h. Other requirements deemed appropriate by the drill instructors or any other staff member.
4. Inmates in phase I will not be permitted outside the perimeter of the fence surrounding the boot camp unless authorized by the boot camp commander.
 5. Inmates in this phase will wear a red color cover (hat) identifying them as being in the entry level of the program.

B. Phase II - This is an eight week period.

1. Inmates assigned to the phase will be required to:
 - a. Continue to participate in the academic education program;
 - b. Continue to participate in community meetings;
 - c. Participate in network follow-up sessions;
 - d. Continue to participate in physical training;
 - e. Continue to participate in field day activity;
 - f. Continue to participate in drill;
 - g. Continue to participate in addictions programming;
 - h. Participate in road crews; and
 - i. Participate in other programs deemed appropriate by the drill instructor and other boot camp staff.
2. Inmates who have progressed to this phase are considered to be less of a threat to public safety and have demonstrated the ability to accept the responsibility of an assignment beyond the perimeter of the fence, under supervision of a drill instructor.
3. Inmates in this phase will be distinguished by wearing a green cover (hat).
4. In this phase inmates have earned the privilege of an additional hour prior to Taps.

C. Phase III - This is the final eight week period of the boot camp program.

1. In phase III inmates will continue to participate in programming initiated in phase II.
2. As preparation for release inmates will be required to participate in the employment readiness workshops and parole work shops.
3. In this phase the inmate's progress in the program is distinguished by wearing of the gold colored cover (hat).
4. During the last week of this phase inmates who have completed the requirements of the program will receive a certificate of completion and be released on parole.

IV. Inmate Evaluation Procedures

A. All inmates will receive weekly evaluations.

1. The assigned counselor shall complete the Counseling Evaluation Form, DC Form 300-1cR;
2. A teacher shall complete the Academic Evaluation Form, DC Form 300-1dR;
3. A drill instructor shall complete the Drill Instructor Evaluation Form, DC Form 300-1eR;
4. A road crew or job detail drill instructor shall complete the Detail Evaluation Form, DC Form 300-1fR;

B. The evaluators shall rate each area on the evaluation form on the following scale:

0-----1-----2-----3-----4
Unacceptable Poor Average Good Excellent

- C. All ratings of poor or unacceptable must be accompanied by a written explanation in the rationale section (section II) of the evaluation form.
- D. Any overall weekly rating of below average (below the minimally acceptable rating which is designated on each evaluation form) shall be reviewed by the boot camp commander or his/her designee. The commander or designee shall state his/her decision and rationale on the evaluation form and shall sign the form. For each case, the commander or designee shall determine if:

1. The inmate shall be seen by the Commander's Board (see section V.C. below), or;
 2. If some other action, or;
 3. If no action is warranted.
- E. The inmate will review and sign each weekly evaluation report.
- F. A Drill Instructor's Report, DC Form 300-1hR may be completed whenever the drill instructor determines that the inmate is not performing satisfactorily. The following procedures shall be followed for this report:
1. The Drill Instructor shall initiate this form by completing the top identification section and the statement by the Drill instructor explaining the inmate's unsatisfactory behaviors;
 2. The Drill Instructor shall:
 - a. Present the report to the inmate;
 - b. Explain the rationale for the report to the inmate;
 - c. Require the inmate to develop a plan for improvement on the appropriate section of the form;
 - d. Give the inmate a deadline for completing the plan;
 - e. Monitor the inmate's progress in developing the plan on time and carrying out the plan and shall provide the inmate with regular feedback on his progress; and,
 - f. Ensure that copies of the completed report are distributed to the classification supervisor and to the counselor for placement in the basefile.

V. Inmate Disciplinary Procedures

- A. An inmate must obey all rules listed in the inmate handbook.
- B. Incentive Training is an aid in instilling discipline and motivation. It may be used to assist in correcting minor infractions. Serious disciplinary infractions will be referred to the Commander's Board classification team or through adjustment procedures in

accordance with Division of Correction regulations. Any drill instructor in the boot camp program has the authority to implement the following incentive training:

1. Extra duty assignment not to exceed 15 minutes per noted infraction.
2. A combination of pushups, sit-ups, mountain climbers, bends and thrusts and double-time in place can be implemented, but not to exceed 5 minutes per hour.

C. The Commander's Board is a classification team with a minimum of 3 boot camp staff who, in accordance with DCR 100-1, will evaluate inmates' progress and determine the disposition of inmates who receive unfavorable evaluations or are referred to the board for any other reason. Inmates may be referred to the board by any supervisor. The board is authorized to impose any of the following disciplinary actions.

1. Visiting restrictions.
2. Phone restrictions.
3. Commissary restrictions.
4. A purposeful learning experience such as:
 - a. A minimum of 25 words essay;
 - b. An assignment to carry a log for no more than 5 days for the purpose of having the inmate contemplate the burdens that he causes for himself by having a negative attitude;
 - c. Having the inmate carry his/her belongings to remind him/her that his/her bags are packed and one more infraction will result in termination from the program;
 - d. Separation from the platoon;
 - e. Moving a rock pile; and,
 - f. Other actions deemed appropriate by the team and approved by the Boot Camp Commander.
5. Any other discipline, including incentive training, which does not exceed the penalties covered in V.B. above.

6. As a final measure, the Commander's Board may recommend that the behavior of an inmate is of such an unacceptable level that he should be removed from the Boot Camp Program. Any recommendation for removal from the program that is approved by the Commander shall be reviewed by the Warden and the Assistant Commissioner of Field Services for final disposition.

D. If the Commander approves a team's recommendation of a learning experience, the assigned counselor will monitor the inmate's compliance and reschedule the inmate to appear before the board for review.

VI. Inmate Services

A. Substance Abuse Treatment and Addictions Education

1. All inmates in boot camp shall participate in substance abuse treatment and education as directed by the Warden.
2. All substance abuse treatment and education protocols shall be reviewed and approved by the Assistant Commissioner of Field Services or his designee.
3. All substance abuse treatment and education shall be performed by the boot camp counseling staff or other staff as approved by the boot camp counseling supervisor.

B. Network

1. Is a counseling and education program that has two major goals:
 - a. It is designed to teach inmates life coping skills.
 - b. It is also designed to enrich the role of the correctional staff at the boot camp.
2. Network is designed for the benefit of both the inmate population and the correctional staff. The emphasis of Network is to establish a positive environment for inmates and staff. Network encourages unity and effective communication between and among inmates and staff.
3. Network is designed to promote a positive active participation by both staff and inmates. Through Network, a community-like environment will be established in the boot camp.

4. A major element of Network is the Community Meeting. Community meetings are held almost every day and are designed to deal with day-to-day problems within the boot camp, to confront negative or harmful attitudes, to support positive behaviors and to focus on responsibility for self and the boot camp community. These meetings will be regularly scheduled for each platoon and for staff.

C. Academic Education

1. Academic education will be provided by Department of Education staff in a cooperative effort with the Division of Correction.
2. All inmates in boot camp shall participate in the academic program.
3. Those inmates who have a high school diploma, a GED or higher will participate in the program as well as those inmates with less than a high school diploma. Inmates with a diploma or higher shall either work on academic deficiencies as determined by testing or shall act as peer tutors or assistants to the teachers. This requirement will ensure that all mandatory education inmates meet the school attendance as required by law and DCR 100-1.
4. Inmates shall participate in academic education in accordance with the schedule that is mutually agreed upon by the Boot Camp Commander, the principal for MCPRS and the Division of Correction Liaison to the Department of Education.
5. Special education inmates are those who have not reached their 22nd birthday and who have identified handicaps. These inmates in boot camp shall have an Individual Education Plan as required by State and Federal statutes and in accordance with DCR 135-3.

D. Discipline

1. Discipline will be instilled within each inmate to develop, self-control, character, structure and allow him/her to return to free society as a mature productive citizen.
2. Motivation and self-discipline are instilled within inmates by staff through positive leadership, firm guidance and flawless examples.

3. An inmate will be required to maintain military bearing which will enable him to conduct himself/herself in a positive manner. In addition this will allow the inmate to focus on positive behavior.
4. Methods to instill discipline shall include:
 - a. Impressing upon each inmate that he/she is embarking on a new way of life in a totally different environment;
 - b. Assuring each inmate that he/she will receive sound practical, effective and positive leadership;
 - c. Generating a desire within the inmate to learn all that his/her training has to teach him;
 - d. Establishing the expertise and authority of inmate trainers;
 - e. Emphasizing that self-discipline is the foundation of unit discipline and that attainment of high standards are the best indicators of both; and,
 - f. Emphasizing that individual desires and actions are subordinate to team effort.

E. Physical Training (PT)

1. One purpose of the inmate physical training program is to develop the physical fitness of the inmates to a degree that will enable them to meet program requirements. Another purpose is to develop positive attitudes towards physical fitness which inmates can retain for the rest of their lives. The program is based upon the application of the principles of progression, intensity, and regularity.
2. The principle of progression is important not only for efficient progress but also for maximum safety. The starting requirements will be set at a level that is safely within an individual's capabilities. The intensity of the exercise must be increased progressively in small increments until the desired level of fitness is achieved. Best results are obtained when physical training periods are regularly scheduled.
3. PT activities are designed to place equal emphasis on the two primary components of physical fitness,

muscular strength and endurance, and circulatory/respiratory development. Appropriate detailed descriptions of PT activities are set forth in the physical conditioning lesson plans approved by the Commanding Officer.

4. Throughout the PT program, trainers will be especially alert for indications of ailments, injuries or other factors affecting individual inmate performance and, if required, will refer the inmates to medical services for attention. Inmates in a "No Duty" status will not participate in physical training. Inmates in a "Light Duty" status may perform certain exercises as approved by a medical officer.

F. Drill

1. All inmates are required to participate in drill.
2. Drill teaches inmates discipline by instilling habits of precision and automatic response to orders.
3. Drill instills the platoon esprit de corps.
4. Drill instills self confidence, moves the platoon in orderly fashion and develop camaraderie.

G. Religious Activities

1. A chaplain will be assigned to Boot Camp to coordinate all religious services and give counseling as needed.
2. All requests to see the chaplain should be directed to the drill instructor.
3. All religious services will be held weekly and the schedule will be posted .
4. All requests for religious materials will be directed to the chaplain.

H. Daily Basic Routine for Boot Camp

1. The inmate training schedule provides the detailed instruction necessary to carry out the training program.
2. The basic daily routine in the squad bay housing unit is repetitive in nature and occurs between reveille and the first scheduled training activity

of each day, and between the last training activity and taps. It is designed as time for the platoon to conduct training, reviews, counseling sessions, and required administrative functions.

3. Reveille will occur between the hours of 0500 and 0600. Sufficient time will be allotted between reveille and the first scheduled training activity to permit inmates to attend to personal hygiene needs as well as barracks clean up and police around the housing units.
4. Sick Call will be held daily.
5. Approximately one hour is set aside daily for the morning meal. This period is used for the platoons to eat breakfast and to prepare for the activities of the day.
6. Approximately one hour is set aside daily for the noon meal. This period is used for the platoons to eat the noon meal and to prepare for further training activities.
7. Platoon Time will be used to accomplish such things as:
 - a. Recovery from physical conditioning (showers, cool down, uniform change);
 - b. Training review;
 - c. Preparing for inspection;
 - d. Hygiene inspections;
 - e. Administrative requirements;
 - f. Cleaning of living areas;
 - g. Inmate counseling; and,
 - h. Additional instruction.
8. Evening meals will occur daily at 1600 hours for one hour.
9. Hygiene inspection will be conducted daily between the evening meal and prior to taps.
10. Free time is for the purpose of allowing inmates to read, write letters, complete additional assignments, learning experiences, and take care of other personal needs. It is a period when no

training is received by inmates and no instruction is provided by Drill Instructors. Inmates may converse with each other.

Free time will commence one hour prior to final muster (assembly) and terminate with final Muster (assembly).

11. Final muster (assembly) will be conducted prior to taps.
12. Taps will normally be held 7 to 7 1/2 hours prior to reveille so that inmates are afforded seven 7 to 7 1/2 hours uninterrupted sleep. Prior to taps the duty drill instructor will ensure that the blanket and top sheet have been turned down to the foot of the rack. Once inmates have entered their racks the day will conclude on a positive note. (Good night sir).
13. Early Reveille/Late Taps - The Major or Captain is authorized to grant early reveille and/or late taps when necessitated by training, mess (meals) and maintenance requirements.
14. On Sundays and Holidays the morning routine between reveille and noon meal (the time not actually used by the inmate for church call, morning police [clean up] or morning meal), will be considered free time.

VII. Boot Camp Procedures

A. Inmate Abuse Control

1. Each staff member must show a deep concern for the mental and physical well-being of boot camp inmates. The relationship between the drill instructor and the inmate shall not be construed to be that of master and servant or superior and inferior. The relationship shall be that of teacher and pupil, leader and follower. The staff member's wholehearted effort, dedication, and teaching abilities are mandatory not only for effective training but to enable this unit to accomplish its objectives to return the inmate back to society as a productive citizen.
2. Any individual staff member who physically or verbally abuses any other person shall be disciplined in accordance with appropriate DCR's.
3. The use of vulgar, obscene, profane, humiliating, racially or ethnically degrading language in the

presence of or to an inmate, either directly or indirectly is prohibited. An inmate will be addressed by staff members only by his/her last name or by the title "inmate" plus the inmate's last name.

4. No one shall cause or permit any inmate to perform personal services for him/her or any individual. Inmates may be required to clean drill instructors' duty rooms and provide normal sanitary functions within the unit. Inmates will not under any circumstances polish, clean, iron or repair any officer's or staff person's personal gear.
5. When touching an inmate for the purposes enumerated below, no person shall come into physical contact with a greater portion of the body with greater force than is reasonable or necessary to accomplish his/her authorized purpose. A drill instructor may place hands on an inmate only when:
 - a. Correcting an inmate's position;
 - b. Correcting an inmate's movement;
 - c. Fitting or correcting the arrangement of an inmate's clothing or equipment;
 - d. Conducting an examination or inspection of his person, his clothing or equipment;
 - e. Protecting, avoiding or attending to an inmate who has suffered bodily injury or harm; or
 - f. Conducting a demonstration as part of authorized training.
6. Hazing
 - a. Hazing is defined as oppression, punishment or harassment by forcing or requiring performance of unnecessary work, or disciplining by means of horseplay, practical jokes and tricks, often in the nature of humiliating or painful ordeals. These acts of bad judgment which often lead to injury and lost training time are strictly prohibited. If a staff member has any doubt that an act may be hazing, he/she will not perform the act.
 - b. The following activities or any variation thereof are strictly prohibited. No one will cause an inmate to:

- 1) Run up and down ladders or in and out of buildings;
 - 2) March or drill with ballast in his/her pockets;
 - 3) Assume unnatural positions such as wall bends;
 - 4) To perform physical exercise not authorized for training, such as foot locker drills. or;
 - 5) To perform physical exercise in authorized uniform inappropriately, such as wearing ponchos indoors when exercising.
- c. No one shall cause an inmate to consume:
- 1) Paper or other foreign matter not commonly used as food for human consumption.
 - 2) Food or beverage in excess of human needs.
 - 3) Foods such as spices or hot sauce in amounts not normally consumed or by methods normally employed by average individuals.
- d. No one shall cause an inmate to:
- 1) Perform exercise or activities to the point where life or health is endangered and illness or injury may be reasonably foreseen as a result;
 - 2) Enter areas of possible danger such as streams or any other area in which the well being or safety of the inmate may be jeopardized;
 - 3) Assault other inmates who enter their formation, or participate in belt lines or blanket parties;
 - 4) Shave without soap and/or water;
 - 5) Shower while partially dressed or bathe in water which by the 'perpetrator's design is uncomfortably hot or cold; or
 - 6) Perform gross or degrading acts such as washing his/her hands in urinals and commodes.

e. The Commander shall designate an abuse control officer whose duties shall include investigating any complaint of abuse.

f. Inmates shall report any incidents of abuse to the abuse control officer.

B. Complaint Remedy Procedures

1. Inmates shall first attempt to resolve any complaints through their individual responsible actions.
2. If the inmate is unable to resolve any complaints himself/herself, he/she shall present his/her complaints at the regularly scheduled Community Meetings.
3. A boot camp inmate may file a complaint under the Administrative Remedy Procedures as outlined in DCR 185-2 ONLY when the inmate believes that there has been:
 - a. A violation of any boot camp policy or procedure and/or violation of any DOC regulation that is applicable to the Boot Camp Facility, or;
 - b. A violation of any law.
4. The inmate may report any type of personal abuse by boot camp staff to the Assistant Commissioner of Field Services at Suite 311, 6776 Reisterstown Road, Baltimore, MD. (301)764-4100. All complaints will be confidentially investigated by the Assistant Commissioner or his staff.

C. Annual Program Inspection

1. The Assistant Commissioner of Field Services shall ensure an annual inspection of the boot camp:
 - a. The team shall consist of a minimum of the Assistant Commissioner of Field Services and 3 other persons from outside the DOC who are knowledgeable in the boot camp or related military practices.
 - b. The team shall review boot camp policies and procedures for possible revisions.
 - c. The team shall review boot camp practices to ensure that policies and procedures are being strictly followed.

D. Medical Procedures

1. Inmates shall attend sick call for routine medical and dental treatment. Emergency medical treatment shall be provided for inmates. No inmate will be denied the right to receive competent medical attention. Inmates who have medical complaints or who appear to have ailments will be referred expeditiously to medical staff.
2. Inmates will be required to perform all boot camp related activities unless directed otherwise by medical personnel.
3. Inmates may request to see the psychologist or staff may refer inmates to the psychologist to address problems or concerns.

E. Inmate Hygiene and Grooming Standards

1. All inmates received at the boot camp facility will be required to maintain basic personal hygiene to include showering and brushing their teeth.
2. During staging all inmates will receive a hygiene and medical inspection by the medical personnel to determine their acceptability for the boot camp program. The medical personnel will notify the assigned counselor of all inmates with any deficiency or personal hygiene problems.
3. In the First and Second Phases the face will be clean shaven everyday.
4. In the Third Phase inmates will be permitted to have military style mustaches. Hair cannot extend beyond the corners of the upper lip nor grow up in the nose.
5. Hair will be neat and trimmed. Hair may be clipped at the edges of the side and back and will be evenly graduated from zero length at the hairline on the lower portion of the head up to a maximum of three inches on the top of the head. Hair will be worn in such a manner so as not to interfere with properly wearing uniform headgear.
6. Fingernails will be clean and not extend past the finger tip.

F. Inmate Commissary Procedures

1. Commissary money slips are obtained from the Drill Instructor. Commissary money slips are to be submitted by 3:00 p.m. on Tuesday to the Drill Instructor. The Commissary schedule will be posted for each platoon. The Commissary is located in the Support Building. The Commissary is closed on weekends, holidays and the last day of the month for inventory. The following items may be purchased in the Commissary:

a. Personal Hygiene:

- 1) Roll-on deodorant
- 2) Magic shave powder
- 3) Shave lather
- 4) Dandruff shampoo
- 5) Extra rich shampoo
- 6) Soap dish
- 7) Soap
- 8) Nail clippers
- 9) Shower shoes
- 10) Toothbrush holder
- 11) Toothpaste
- 12) Toothbrush

b. Personal Items:

- 1) Plastic Mirror
- 2) Cotton balls
- 3) Shoe polish
- 4) Sewing kit
- 5) Plastic hangers
- 6) Athletic supporter
- 7) Hairbrush

c. Smoking Materials:

- 1) Book of matches
- 2) Cigarettes

d. Writing Materials:

- 1) Writing tablet
- 2) Black pen
- 3) Greeting cards

G. Inmate Finances and Pay

1. Inmates will not be allowed to have money (cash, checks, money orders or any other form of currency) in their possession.
2. Handling of inmate institutional financial accounts will be in accordance with Institutional Directive 245-5-1.
3. All inmates will be paid for actual days worked in accordance with Pre-Release Directive 245-5-1.

4. When inmates are ailing or sick and are unable to perform their work detail duties, they are not to be paid. Inmates who are injured while working will be carried as working for a period of thirty (30) days of absence due to injury.

H. Inmate Property

1. On the first day of phase I, the inmate shall mail out any unauthorized property at the inmate's expense.
2. Inmate property will be closely regulated. Inmates will be authorized only standard state issue clothing, personal hygiene items, writing material, and religious items. Inmates will be authorized limited commissary privileges. Inmates alone are responsible for personal property. Any items found in an inmate's possession that are not on the property list or commissary list are considered contraband, and will be handled in accordance with established procedure.

I. Telephone Calls and Visits

1. During the staging period all inmates will be permitted to make one phone call.
2. Emergency telephone calls will be granted with the recommendation of the classification counselor and approval of the classification supervisor or shift supervisor.
3. Inmates will not be allowed to have visits until after the fourth week of phase I while at Boot Camp. Beginning the fifth week of phase I inmates will be allowed visits every other weekend. Limited telephone privileges on the weekend are authorized when the inmate is not scheduled for a visit.

J. Mail

1. All mail for boot camp inmates shall be handled in accordance with DCR 250-1 with the exception that money orders, cash, stamps, or checks shall be considered contraband and will be returned in accordance with DCR 250-1.
2. Mail call will be held daily except Sunday. The Drill Instructor will hold mail call at a platoon formation (normally in the platoon squadbay) and will hand mail directly to the addressee.

K. Urinalysis

1. While in staging, all inmates will be informed of the Division of Correction's policy concerning illegal drugs and will be required to submit a urine sample for testing.
2. If an inmate's initial urinalysis screening is positive, the substance abuse control officer will notify the Operations Supervisor. If disciplinary action is not recommended, a counseling entry will be made and placed in the inmate's file reflecting that:
 - a. The result of the inmate's urinalysis testing during receiving was positive.
 - b. He/she will again be tested throughout the Boot Camp Program and if tested positive he/she will be dropped.
 - c. Operations Supervisors or Drill Instructors may conduct such additional urinalysis screening as deemed necessary.

L. Recognition of Platoon Achievements

Guidon Streamers - The list below denotes the seven streamers for the boot camp programs by name and color. The criteria to be accomplished by each platoon is further defined under the streamer title.

1. Drill and Ceremony (Initial) - Blue streamer with white letters- The Lieutenant will evaluate each platoon at the end of first phase, noting marching in step, dress, cover, alignment and response to cadence. When platoons are competing in drills, the platoon with the highest score will receive the streamer. Platoons competing on an individual level will need a score of 80.
2. Drill and Ceremony (Final) - Yellow streamer with black letters- The Captain will evaluate each platoon at the end of the second phase with the same criteria as (Initial) drill.
3. Confidence Course - Red streamer with white letters- The Lieutenant will keep the time of each platoon. The platoon with the fastest time will receive a streamer at the end of second phase.
4. Academics - Gold streamer with white letters- Each platoon must have a weekly average of 3 points to

receive a streamer. The streamer will be awarded two weeks before graduation.

5. Uniform and Barracks Inspection -White streamer with blue letters- The Captain will evaluate each platoon one week before graduation. The platoon having a score of 90% will receive a streamer.
6. Field Meet - Green streamer with white letters. Platoons in the first Sunday of Second Phase will compete in a field meet consisting of sit-ups, pull-ups, firemans carry, 3 mile run, relay race (220) and tug of war. The platoon with the best total of all events will receive a streamer.
7. Major's Run - DOC Blue streamer with Gold Eagle. This is a 6 mile run, 3 days before graduation. This run is the final step in maintaining integrity, motivation and spirit. To be awarded this streamer a platoon must complete the run without losing platoon integrity.

M. Military Courtesy for Inmates

1. When reporting to boot camp office, the inmate will bang three times on the wall surrounding the door. The inmate will give the appropriate greeting (i.e. good morning/good afternoon/or good evening Sir/Ma'am". Then the inmate will state "Inmate (name) reporting to staff (rank), (name) as ordered, Sir/Ma'am". The inmate will remain standing at attention, and will enter the office only when ordered to do so. When the inmate enters the office he will center himself one pace away from the desk and remain at attention. When dismissed the inmate will state "aye, aye sir/ma'am", give the appropriate greeting, take one step backward, execute an appropriate facing movement, and march out.
2. When reporting to an instructor from formation, if in the first squad, the inmate will come to attention, then march to the front in the most direct manner. If the inmate is in the second or third squad, the inmate will come to attention and take one step backward, execute the appropriate facing movement and proceed in the most direct route. The inmate will then halt two paces in front of the Drill Instructor and report. He will give the appropriate greeting and state "Inmate (name) reporting to Drill Instructor (rank), (name) as ordered, "sir/ma'am". When dismissed, the inmate will come to attention and say "aye, aye sir/ma'am", give the appropriate greeting, execute an appropriate facing movement and return to his place in the formation.

3. When an inmate requests to speak, the inmate will state "sir/ma'am, inmate (name) requests permission to speak to the staff (rank), (name), sir/ma'am". The inmate will only speak when told to do so.
4. When an inmate desires to ask a question or volunteers information, he/she will raise his/her hand. Once acknowledged, "sir/ma'am inmate (name) requests permission to speak". The inmate will not speak until given permission. Once permission is granted, the inmate will state the question or answer. The inmate will remain standing until given permission to take his seat.
5. If passing a staff, and both the staff and the inmate are facing the same direction, the inmate will come abreast of the staff on his left side and state "by your leave, sir/ma'am". The inmate will continue after the staff has replied "granted or carry on".
6. Upon the approach of a supervisor, individuals or groups not in formation or accompanied by an instructor will be called to attention by the first inmate noticing the supervisor and all will come smartly to attention. All inmates will remain at attention until the supervisor has replied "carry on".

VIII. Staff

A. Staff Grooming Standards

1. Male noncustodial staff will wear a shirt, tie dress pants and sportcoat or a suit. In the performance of duty staff may remove their sportcoats.
2. Female staff will wear business attire. The wearing of jeans and see-through garments are prohibited.
3. Hair for male drill instructors will be neat and closely trimmed. It may be clipped at the edges of the side and back and will be evenly graduated from zero length at the hairline on the lower portion of the head up to a maximum of 3 inches on the top of the head. Hair will be worn in such a manner so as not to interfere with properly wearing uniform headgear. The face will be clean shaven, except that a mustache may be worn. The length of mustache hair will not extend beyond the upper lip. Beards may be worn for medical reasons, but not exceed 1/16" in length.

4. Hair: Female Drill Instructors

- a. Female drill instructors hair shall be neatly shaped and arranged in an attractive style. Elaborate hair styles that do not allow for proper wearing of uniform headgear are prohibited. Hair may touch the collar but may not fall below the collar's lower edge. Conspicuous barrettes, pins, and combs shall not be worn in the hair when the uniform is worn. Hair nets shall not be worn unless authorized for a specific type of duty. If dyes, tints, or bleaches are used on the hair, the artificial color must harmonize with the complexion tone and eye color.
- b. Conspicuous artificial color changes are prohibited. Wigs, if worn in uniform, must look natural and conform to all of the above-listed regulations.

5. Cosmetics

- a. Cosmetics shall be applied conservatively. Exaggerated or faddish cosmetic styles are inappropriate and shall not be worn. Lipstick, if worn, shall harmonize with uniforms. Extreme shades of lipstick, such as lavender, purple, or white shall not be worn. Nail polish, if used, shall either harmonize with the lipstick or be colorless. The wearing of cosmetics applies to female staff and female Drill Instructors.
- b. Male fingernails will not exceed the fingertip. Female fingernails will not exceed fingertip by 1/16" in length. Hands and fingernails must be clean.

B. Requirements for Wearing of Drill Instructor's Uniform:

- 1. Drill Instructor's covers will be worn at all times when outdoors.
- 2. Rank insignia will be worn on the right side of the collar, the lower outside edge being equally spaced one half inch from either side of the collar.
- 3. The DOC emblem will be worn on the left side of the collar, the lower outside edge being equally spaced one half inch from either side of the collar.

4. The DOC badge will be worn on the left breast pocket.
5. The name tag will be worn directly over the right breast pocket no higher than 1/8 inch and centered.
6. The tie will be worn year round, with a tie tac which has the blue DOC emblem worn between the third and fourth button and centered.
7. A black belt with DOC brass buckle only (DOC emblem) will be worn.
8. All brass will be highly polished and the uniform will be free of loose thread, lint or dirt.
9. Trousers will be bloused below top of boot in a neat uniform manner.
10. Entire boot highly shined, with good boot heels.
11. Navy blue or black socks only.
12. No missing or cracked buttons.
13. Uniforms clean, pressed (not starched).
14. Black military style gloves only.
15. Rank insignia, brass type (highly polished) only will be worn on the coat shoulder strap.
16. Key clip will be worn on the right side of the belt.
17. Black military style sweater - V-neck long sleeves. When worn (without coat) the badge and name plate will be worn in same place as on the shirt. (Worn September 30th thru April 30th).
18. The DOC jacket when worn will be zipped up at least 3/4 of the way.
19. Articles that may be worn while in uniform include inconspicuous wrist watches, watchbands, and rings. Sunglasses may be worn which have been certified by medical authorities. When authorized for wear the shade may be the type commonly referred to as "photosensitive". When worn eyeglasses/sunglasses will be conservative in appearance. Eccentric or conspicuous eyeglasses are prohibited. Chains or ribbons will not be attached to eyeglasses, however, eyeglass restraints/straps are authorized for safety purposes.

20. Articles that are not authorized for wear as part of a regulation uniform will not be worn or exposed on the uniform unless otherwise authorized. Examples of such articles include but are not limited to: pencils, pens, watch chains, fobs, pins, jewelry, handkerchiefs, combs, cigarettes, pipes, barrettes, hair ribbons/ornaments, flowers (corsages/boutonnieres, etc.), or similar items.

C. Physical Fitness Requirements for Staff

1. Custodial staff will participate in a physical regimen that shall include, at least, sit-ups, push-ups, calisthenics, drill, marching, and distance running. Noncustodial staff members will be familiar with the physical fitness program and are encouraged to perform to the best of their ability.
2. Staff must be willing to perform at a consistently demanding level with a commitment to a high caliber of pride, appearance and professional demeanor.

D. Military Customs and Courtesies for Staff

1. When a superior officer (Lieutenant or above) or Governor, Lt. Governor, any elected official, Secretary, Deputy Secretary, Assistant Secretary, Commissioner, Deputy Commissioner or Assistant Commissioner approaches a drill instructor, the drill instructor will acknowledge his/her presence by coming to attention, giving a hand salute, and the proper greeting "Good Morning, Afternoon, or Evening, Sir/Ma'am". NOTE: Hold the salute until it is returned, and the salute is only given between 6-30 paces from the Drill Instructor. Salutes will be returned only by uniformed superior officers. If the salute is not returned, the drill instructor will hold the salute until the superior is three paces past him/her.
2. When out of doors on the first note of either the "National Anthem" or "To the Colors", Drill Instructors will face the direction of the flag, stand at attention, give a hand salute, and remain in this position until the last note is played. All outdoor movement will cease during this period. Staff will place the right hand over the heart and remain at attention.
3. When answering a phone while on duty, all staff and drill instructors will acknowledge the phone call by stating the appropriate greeting, "Good morning,

afternoon, or evening", stating the post, rank and last name. Example: "Good Morning, Post #1, Sgt. Smith speaking, may I help you?"

4. Staff and Drill Instructors will smoke, drink, or eat only in appropriate designated areas. Neither staff nor Drill Instructors will smoke in the presence of inmates and will not smoke while walking to and from areas of duty.
5. Drill Instructors will not place their hands inside their trouser or jacket pockets.
6. Drill Instructors will greet each other by the following:
 - a) Private First Class (COI)
 - b) Corporal (COII)
 - c) Sergeant (COIII) etc.
 - d) Mr., Ms. (non-uniformed staff)
7. A Drill Instructor will be addressed by his/her rank, e.g. Corporal Doe or Lieutenant Doe.
8. Staff and Drill Instructors will not discuss their personal activities, or duty activities while in view or the presence of inmates.
9. At all times staff and Drill Instructors will display proper military bearing, and professional demeanor while on duty.

BOOT CAMP PROGRAM

Eligibility Review Sheet

CURRENT DATE _____

I. BACKGROUND INFORMATION

INMATE NAME _____ DOC NUMBER _____
DATE OF BIRTH _____ CURRENT RELEASE DATE _____
TOTAL LENGTH OF SENTENCE _____
DATE SENTENCE BEGAN _____
OFFENSES: _____

II. ELIGIBILITY CRITERIA- Inmate is eligible if all of the following statements are TRUE about the inmate.

- _____ A. Is serving his/her first incarceration in the Maryland Division of Correction;
- _____ B. Is less than 26 years old;
- _____ C. Is not serving a sentence for a crime of violence as defined in DCR 100-17 and Article 27, Section 643B, ACM;
- _____ D. Is serving a total sentence of 5 years or less;
- _____ E. Is medically, physically and psychologically fit to participate in the program.
- _____ F. Is classified minimum security or lower;
- _____ G. Has no A or B type detainers or any detainers for a commitment for a consecutive sentence in another jurisdiction;
- _____ H. Has at least 9 months remaining to serve on their sentences;
- _____ I. Has no history of escapes or elopements or absconding from supervision;

Having carefully reviewed all basefile materials, I certify that this inmate:

_____ Is eligible for the Boot Camp Program

_____ Is NOT eligible for the reasons noted above.

Counselor

Date

BOOT CAMP PROGRAM

Orientation Form

INMATE NAME _____ DOC NUMBER _____

DATE _____

I have had the boot camp program fully explained. After careful consideration, I have decided that:

- I am not interested in the boot camp program and I understand that I will be reclassified to another institution as soon as possible.
- I wish to participate in the boot camp program and understand and agree to the following:
 1. I agree to participate in the Division of Correction's boot camp program. This agreement is made voluntarily and without coercion.
 2. I understand the boot camp program is a six month discipline and treatment oriented program. The activities involve intensive instructions in military bearing, courtesy, drills, intensive physical exercise, Network Training, intensified structured work program, substance and alcohol counseling and structured educational programming from the outset. I am required to practice good grooming and personal hygiene habits.
 3. I promise that I shall abide by all the conditions specified in this agreement and all other conditions and instructions given to me by any representative of the Division of Correction. I understand that I will be subject to removal from the boot camp program if I fail to abide by the rules and conditions of the program.
 4. I understand that during this six month period, I will wear only the uniform provided for me. Other civilian clothing and excessive jewelry will not be permitted.
 5. Packages will not be permitted and personal property will be limited, in accordance with the boot camp rules.

6. Visits, telephone, religious services, commissary privileges and recreational activities will be limited.
7. I agree to abide by all rules of the boot camp facility. I understand that strict discipline will be exercised at all times and that failure to comply with such rules will result in my removal from the boot camp program.
8. I understand that any time during the six month boot camp period, I may voluntarily request removal from the program and that I will be transferred to a general confinement correctional facility to continue my court imposed sentence.
9. I agree that I will not apply to participate in any other correctional program during the six month boot camp program period.
10. I understand that I am subject to removal from the program if additional criminal charges are lodged against me.
11. I understand that my participation in the program is a privilege that may be revoked at any time in accordance with approved boot camp procedures.

Inmate's Signature

Date

Witness

Date

BOOT CAMP PROGRAM

Weekly Counseling Evaluation Form

INMATE NAME _____ DOC NUMBER _____

PLATOON _____ COUNSELOR _____

EVALUATION FOR THE WEEK OF _____ TO _____

1. Respect		Is courteous and polite with positive regard to both staff and peer group
2. Positive Effort		Actively participates, is enthusiastic, concentrates on the task at hand, accepts new challenges, attempts to complete all tasks
3. Cooperation		Works well with others, is helpful, interacts and works well with all others
4. Following Instructions		Abides by rules, follows orders
5. Accepting Criticism		Accepts positive and negative criticism, does not act negatively to criticism, uses criticism as a guide to change behavior
6. Program Progress		Learns new skills, sets new goals of achievement
7. Treatment Comprehension		Demonstrates understanding of principles being addressed in treatment
8. Time Management		Is punctual, carries out program requirements within allotted time
9. Neat and Clean		Personal living area kept clean and orderly, personal hygiene is well maintained
10. Personal Growth		Demonstrates acceptance and understanding of own behavior, accepts consequences of own behavior
11. Positive Attitude		Demonstrates a positive attitude in all situations, including: when given orders, when faced work assignments, and in negative situations
12. Communication		Ability to empathically comprehend a situation and to respond appropriately either verbally or non-verbally
OVERALL WEEKLY RATING		24 is minimally acceptable score

Evaluation Rating Scale

0-----1-----2-----3-----4
Unacceptable Poor Average Good Excellent

RATER'S COMMENTS (Required for poor, unsatisfactory ratings and for all overall ratings below 24)

BOOT CAMP COMMANDER'S DECISION AND RATIONALE

Boot Camp Commander or Designee

Date

By signature below inmate acknowledges that he/she has reviewed this evaluation. Signature does not imply that the inmate fully agrees or disagrees with the ratings and remarks in this evaluation.

Inmate's Signature

Date

BOOT CAMP PROGRAM

Weekly Academic Evaluation Form

INMATE NAME _____ DOC NUMBER _____

PLATOON _____ TEACHER _____

EVALUATION FOR THE WEEK OF _____ TO _____

1. Respect		Is courteous and polite with positive regard to both staff and peer group X
2. Positive Effort		Actively participates, is enthusiastic, concentrates on the task at hand, accepts new challenges, attempts to complete all tasks
3. Cooperation		Works well with others, is helpful, interacts and works well with all others
4. Following Instructions		Abides by rules, follows orders
5. Accepting Criticism		Accepts positive and negative criticism, does not act negatively to criticism, uses criticism as a guide to change behavior
6. Program Progress		Learns new skills, sets new goals of achievement
7. Study Habits		Demonstrates good study habits, completes work on time, willing to work independently
OVERALL WEEKLY RATING		14 is minimally acceptable score

Evaluation Rating Scale

0-----1-----2-----3-----4
Unacceptable Poor Average Good Excellent

RATER'S COMMENTS (Required for poor, unsatisfactory ratings and for all overall ratings below 24)

BOOT CAMP COMMANDER'S DECISION AND RATIONALE

Boot Camp Commander or Designee

Date

By signature below inmate acknowledges that he/she has reviewed this evaluation. Signature does not imply that the inmate fully agrees or disagrees with the ratings and remarks in this evaluation.

Inmate's Signature

Date

BOOT CAMP PROGRAM

Weekly Drill Instructor Evaluation Form

INMATE NAME _____ DOC NUMBER _____

PLATOON _____ DRILL INSTRUCTOR _____

EVALUATION FOR THE WEEK OF _____ TO _____

1. Respect		Is courteous and polite with positive regard to both staff and peer group.
2. Positive Effort		Actively participates, is enthusiastic, concentrates on the task at hand, accepts new challenges, attempts to complete all tasks
3. Cooperation		Works well with others, is helpful, interacts and works well with all others
4. Following Instructions		Abides by rules, follows orders
5. Accepting Criticism		Accepts positive and negative criticism, does not act negatively to criticism, uses criticism as a guide to change behavior
6. Program Progress		Learns new skills, sets new goals of achievement
7. Military Drill		Performs military drill with discipline and coordination as directed by the Drill Instructor
8. Time Management		Is punctual, carries out program requirements within allotted time
9. Neat and Clean		Personal living area kept clean and orderly, personal hygiene is well maintained
10. Military Bearing		Speaks and acts using military form and courtesy. Adheres to requirements for military behavior
11. Positive Attitude		Demonstrates a positive attitude in all situations, including: when given orders, when faced work assignments, and in negative situations
12. Physical Training		Performs exercises in proper manner, completes exercises as well as possible, demonstrates maximum effort in accordance with individual ability
OVERALL WEEKLY RATING		24 is minimally acceptable score

Evaluation Rating Scale

0-----1-----2-----3-----4
Unacceptable Poor Average Good Excellent

RATER'S COMMENTS (Required for poor, unsatisfactory ratings and for all overall ratings below 24)

BOOT CAMP COMMANDER'S DECISION AND RATIONALE

Boot Camp Commander or Designee

Date

By signature below inmate acknowledges that he/she has reviewed this evaluation. Signature does not imply that the inmate fully agrees or disagrees with the ratings and remarks in this evaluation.

Inmate's Signature

Date

BOOT CAMP PROGRAM

Weekly Detail Evaluation Form

INMATE NAME _____ DOC NUMBER _____

PLATOON _____ DRILL INSTRUCTOR _____

EVALUATION FOR THE WEEK OF _____ TO _____

1. Respect		Is courteous and polite with positive regard to both staff and peer group
2. Positive Effort		Actively participates, is enthusiastic, concentrates on task at hand, accepts new challenges, attempts to complete tasks
3. Cooperation		Works well with others, is helpful, interacts and works well with all others
4. Following Instructions		Abides by rules, follows orders
5. Accepting Criticism		Accepts positive and negative criticism, does not act negatively to criticism, uses criticism as a guide to change behavior
6. Work Quality		Learns new skills, sets new goals of achievement, completes all tasks
7. Military Drill		Performs military drill with discipline and coordination as directed by the Drill Instructor
8. Time Management		Is punctual, carries out program requirements within allotted time frame
9. Neat and Clean		Personal living area kept clean and orderly, personal hygiene is well maintained
10. Safety Procedures		Follows rules of safety as explained, wears all required safety equipment
11. Positive Attitude		Demonstrates a positive attitude in all situations, including: when given orders, when faced work assignments, and in negative situations
OVERALL WEEKLY RATING		22 is minimally acceptable score

Evaluation Rating Scale

0-----1-----2-----3-----4
Unacceptable Poor Average Good Excellent

RATER'S COMMENTS (Required for poor, unsatisfactory ratings and for all overall ratings below 24)

BOOT CAMP COMMANDER'S DECISION AND RATIONALE

Boot Camp Commander or Designee

Date

By signature below inmate acknowledges that he/she has reviewed this evaluation. Signature does not imply that the inmate fully agrees or disagrees with the ratings and remarks in this evaluation.

Inmate's Signature

Date

BOOT CAMP PROGRAM

Commander's Board

CURRENT DATE _____

INMATE NAME _____ DOC NUMBER _____

PLATOON _____ DATE OF LAST APPEARANCE _____

REFERRED BY _____

REASON FOR REFERRAL:

RECOMMENDATIONS AND RATIONALE:

TEAM SIGNATURES

CONCUR

NON-CONCUR

Boot Camp Commander

Date

WARDEN'S DECISION AND RATIONALE

Warden/Designee

Date

Assistant Commissioner of Field Services

Date

BOOT CAMP PROGRAM

Drill Instructor's Report

INMATE NAME _____ DOC NUMBER _____

PLATOON _____ DRILL INSTRUCTOR _____

Reasons for Report:

Deadline for Inmate's Plan:

Inmate's Plan for Improvement:

Inmate's Signature

Date

Drill Instructor's Signature

Date

BOOT CAMP PROGRAM

Military Terminology and Time

A. Military Terminology

All Hands	All personnel.
ASAP	As soon as possible.
As you were	Disregard the last command or statement.
Aye, aye sir	I have heard and understood instructions and will carry them out.
Bulkhead	Wall of a room.
Carry on	Continue what you were doing.
Chit	A written note.
Chow	Food.
Colors	Raising or lowering of the national flag; also, the flag itself.
Deck	Platform or floor.
Dempsy Dumpster	Large metal container located outdoors which is used for rubbish disposal.
Field day	Clean up of an assigned area of the barracks or classroom.
Gangway	To give way or to step aside; also a passage corridor or thoroughfare.
Gear	Equipment or belongings.
Gear Locker	Storage room for cleaning.
GI Can	A large metal rubbish can or a waste basket.
Head	Bathroom.
Hatch	Door or doorway opening in the deck.

Inboard	At or towards the inside.
Knock it off	Be quiet, stop what your are doing.
Ladder	Stair or stairway.
Listen up	Pay attention.
Lower deck	First floor.
On the double	To move faster than normal.
Outboard	At or toward the outside.
Pogey bait	Candy or sweets.
Police	To clean.
Port	The left side of a building as one faces forward from it. (Always this side).
PT	Physical training.
Rack	Bed.
Reveille	A signal to awaken personnel.
Scuttlebutt	A drinking fountain or rumor.
Secure	Gear put away/detail completed/locked up.
Sickbay	Dispensary
SOP	Standard operating procedures.
Sound off	Stand at attention, state your name again, in a loud and clear voice.
Squadbay	A wing of a building where inmates are housed.
Square away	Arrange things in an orderly manner.
Standby	Be alert or ready.
Standing light	Light that is kept burning.
Starboard	The right side of a building as one faces forward from it (always this side).

Stow	To put things away in an orderly manner.
SWAB	A mop or to mop.
Taps	A signal to put out lights and retire for the night.
The smoking lamp is lighted	Permission is given to smoke during that period of time.
Topside	The upper deck.
UA	Unauthorized absence.
Yes, sir	Affirmative reply to an instructor.

B. Military Time

2400	--	12:00	midnight
0100	--	1:00	a.m.
0200	--	2:00	a.m.
0300	--	3:00	a.m.
0400	--	4:00	a.m.
0500	--	5:00	a.m.
0600	--	6:00	a.m.
0700	--	7:00	a.m.
0800	--	8:00	a.m.
0900	--	9:00	a.m.
1000	--	10:00	a.m.
1100	--	11:00	a.m.
1200	--	12:00	p.m.
1300	--	1:00	p.m.
1400	--	2:00	p.m.
1500	--	3:00	p.m.
1600	--	4:00	p.m.
1700	--	5:00	p.m.
1800	--	6:00	p.m.
1900	--	7:00	p.m.
2000	--	8:00	p.m.
2100	--	9:00	p.m.
2200	--	10:00	p.m.
2300	--	11:00	p.m.

BOOT CAMP PROGRAM

Physical Training Procedures

A. Physical Training Program

1. Purpose - To develop a high level and sound physical training program within a unit. A secondary purpose is to develop positive attitudes towards physical fitness which inmates may retain for the rest of their lives. The program is based upon the application of the principles of progression, intensity and regularity. The principle of progression is important not only for efficient progress but also for maximum safety. The intensity of the exercise must be increased progressively in small increments until the desired level of fitness is achieved. Best results are obtained when physical training periods are regularly scheduled.
2. Inmate physical training will be conducted in accordance with the instructions contained herein. General instructions listed will govern Inmate Physical Training.
 - a. The Unit Commander or designee will ensure that Drill Instructors supervise all periods of physical training.
 - b. Inmates will not perform physical training within thirty (30) minutes before or within sixty (60) minutes following meals.
 - c. Throughout the physical program Drill Instructors will be especially alert for indications of ailments, injuries or other factors affecting individual inmate performance and if required will refer the inmate to the medical authority for attention.
 - d. Inmates placed on no duty status will not participate in physical training. Inmates placed on light duty status may perform non-aggravating exercises as approved by the medical staff.
3. Physical Training Progression -Inmates will be exposed gradually to increasing physical demands. Drill Instructors must recognize from a physical standpoint that inmates will undergo an initial toughening period until their bodies become accustomed to the initiated stress.

4. Physical Training Activities - Activities are designed to place equal emphasis on the two primary components of physical fitness, muscular strength endurance, and circulatory/respiratory development. Detailed descriptions of physical training activities are set forth in required physical conditioning lesson plans.
- a. Conduct of the period - during the teaching period, time has to be taken in explaining the exercise, the start position, the explanation of the exercise, how it is performed, cadence, and how many repetitions are to be conducted. After this period all words of command are to be standardized.
- 1) Warm-ups - stretching
 - a) Adopt the starting position. Pause to allow everyone to see.
 - b) Standby
 - c) stretch, (chest, hamstring,, deltoid, etc.)
 - d) To the right side first (if required)
 - e) And, stretch
 - f) 1, 2, 3, 4, 5, etc.
 - g) Repeat stages a. through f.
 - 2) Warm up - mobility
 - a) Adopt start position
 - b) Standby
 - c) Correct positions
 - d) -----(Name exercise, arm circling to the front)
 - e) Exercise - pause - commence - indicate the direction if necessary.
 - f) 1, 2, 3, One' (call cadence)
 - g) On 10 finish exercise in the start position.
5. Three Phases of Physical Conditioning.
- a. Preparatory Phase is the first phase of physical conditioning. During this time, the body goes through a soreness and recovery period. (Lasts about two weeks). When a muscle with poor blood supply (such as little used muscle) is exercised, the waste products produced by exercise collect faster than the blood can remove them. This acid waste builds up in the muscle tissue and irritates the nerves in the muscle fiber, causing soreness.
- b. Conditioning Phase: The second phase in attaining physical conditioning is the

conditioning phase. As the body passes through the preparatory phase and continues into the conditioning phase, the volume of blood circulating in muscle increases, and the body functions more efficiently. In the first few weeks, the improvement is rapid, but as a higher level of skill and conditioning is reached, the improvement becomes less noticeable. (Usually lasts 6 to 10 weeks).

- c. Maintenance Phase: The maintenance phase is the final phase of physical conditioning. During the first two phases, the body has reached a level of physical conditioning close to or at peak condition. In some cases, it may be a rigorous training program. It is necessary to continue exercising at approximately the same intensity to retain the condition developed.

6. Four Components of Physical Fitness.

- a. Strength: The ability of a muscle to produce force against resistance in one maximum effort contraction is strength. If an inmate can't handle his body weight he is, either too heavy or too weak.
- b. Endurance: Endurance is the ability to perform work over an extended period of time. There are two types of endurance.
 - 1) Muscular Endurance: This is the ability to either sustain contraction of the muscle (isometric) or to perform repeated contractions (isotonic). Muscular strength and the efficiency of the circulatory system are composed of two types of fibers - each which compliments the other. Red fibers function at maximum efficiency when supplied with an adequate oxygen supply, and are the fibers used in most routine activity. Often, however, it is necessary to expend more muscular energy quickly than can be supported by the circulo-respiratory system. In this case, the white fibers come into play. Utilizing a different chemical reaction, these fibers can produce short bursts of high energy output without relying on an external supply of oxygen. Thus, the red fibers can perform low-to-mid intensity work for extended periods, while the white fibers are used for short-term, high intensity labor.

- 2) **Circulo-Respiratory Endurance:** Muscular endurance is concerned with the capacity of a single muscle or group of muscles. When we speak of circulo-respiratory endurance, we are referring to the entire body's capacity to perform sustained work. This depends mainly on the capacity and efficiency of the circulatory and respiratory systems (the heart, lungs, and blood vessels). Ultimately, the maximum physical effort allowed can be determined by the body's ability to absorb oxygen and to expel waste products. As a greater demand is placed on the muscles, the following physiological changes occur:
- a) **Crest Load** occurs when the body is operating at its maximum sustainable level. At crest load, the body is using oxygen and producing waste products at the maximum rate which can be supported by the circulo-respiratory system.
 - b) **Oxygen Debt** occurs if there is an increase in the level of performance beyond the crest load. This is when the body's capacity to bring in oxygen and carry away waste from the muscle tissue is exceeded. Under such conditions, the muscle's white tissues will provide extra energy for a brief time, and the red tissue will continue to function, but waste products will build up rather than being carried away. This build up is called oxygen debt.
 - c) **Fatigue** occurs when waste products build up in the muscles. When fatigued, the tissue's ability to function efficiently is reduced. This loss of efficiency is called fatigue. When straining for that last pull up, one's muscles haven't gotten weaker, they have become less efficient.
 - d) **Exhaustion** eventually occurs if one continues to exceed his/her crest load. The build up of waste products causes the muscles to become so inefficient that they are no longer able to perform their functions. When fatigue becomes so severe that the muscle no longer performs, it is called exhaustion.

- e) **Agility** is the ability to control body movement in order to change directions quickly and in a concerted manner. It is, quite simply, a measure of how efficiently your body performs an action. When an unskilled performer attempts a movement, much of the energy expended is wasted through unnecessary effort. After some practice, less energy will be required, not because the task is easier, but because only those muscle groups required to do the job are used, the waste is eliminated. This "learning effect" results in a gain in performance without an increase in strength or endurance.

7. **Five Principles of a Physical Conditioning Program.**

- a. **Progression** - Many people ignore the fact that in physical conditioning, progress is a matter of effort and time. Inmates just beginning a PT program must go through stages: preparation, conditioning, and finally maintenance. No amount of extra effort or motivation can change that cycle. A proper program will be structured so as to gradually increase the demand made on the body as it becomes able to perform at higher levels.
- b. **Overload** - The body's increasing ability to perform physical activity is a result of specific adaptation to increased demand. Unless the exercise program pushes the body beyond its normal levels of activity, no progress will result. (For example, when trying to improve a three mile run time from 25 minutes to 20 minutes, it will do little good to run one mile in 10 minutes).
- c. **Balance** - A fit person must possess acceptable levels of all four components of fitness - strength, endurance, agility, and coordination. A properly constructed program must accomplish this by including activities which promote each component.
- d. **Regularity** - Unless a physical training program is built around activities conducted at regular, frequent intervals, it will do no good because the body will not progress.
- e. **Variety** - Of all the principles, variety is probably the least important from a purely

physical sense. However, in terms of motivation and good leadership, it is close to the head of the list. Use imagination, the facilities available and be innovative.

B. Warm up.

1. Introduction to Proper Muscle Stretching Techniques

- a. Due to the fact that pain is used by many people as the measure for the right exercise, overstretching the muscle is a frequent occurrence. Overstretching which injures the muscle fibers, is painful and causes the activation of the stretch reflex mechanisms. This reflex mechanism acts to prevent injuries due to overstretching by contraction of the muscles being overstretching. Most of the pain felt from improper stretching is the pain of contracting muscles trying to be stretched. When activated, this stretching reflex makes it impossible to obtain the proper stretch. If proper stretching is to be accomplished, then the stretch must be held at a tension level that does not activate, to any great extent, this stretch reflex mechanism.
- b. The proper tension (stress) level is all important in the gaining of benefits from stretching. Learn to relax, mentally and physically, while feeling the proper self-administered stretch tension in a general or specific area of the body. Go into each stretch slowly and controlled without jerky or bounce type movements. Breathing should be slow, deep, rhythmical and under control. Do not hold your breath and do not hold a stretch position that restricts your natural breathing rhythm. You should feel good with stretching. Stretch to a point where the actual stress feels good. We, as individuals, are all different in terms of flexibility and muscular tightness. Do not limit yourself by making unrealistic comparisons with others. After holding the easy stretch for about 10-30 seconds, the feeling of the stretch tension should have diminished to some degree. This may be a very subtle feeling, so concentrate directly on the feeling of the stretch. This can be used as a guide to holding the stretch at the right tension level. If the increase in tension becomes too severe, it is an overstretch and should be relaxed.
- c. Stretch out with a slow, relaxed stretch. After holding the easy stretch go into the next stage, a development stretch. Here you increase the tension to a level just beyond the easy stretch. The distance a stretch should be increased from the easy stretch to the development stretch is determined by the tension felt, and not by any specific goal. This stretch should also be held for

any specific goal. This stretch should also be held for 10-30 seconds. Holding the stretch allows the muscle fibers to stretch out slowly and stay stretched out for a period of time. In the proper developmental stretch, the tension should decrease the longer the stretch is held as it did in the easy stretch.

(NOTE: Individuals should try stretching in a way that will give them a chance to gradually learn the limits of their stretching ability)

2. Warm-up Stretching

- a. **Chest Stretch** - Standing with legs shoulder width apart and hands clasped behind the head. Slowly pull back on the elbows, lifting the chest, expanding the chest cage as much as possible. Hold the stretch for the count of 10 and slowly ease out.
- b. **Arms/Side Stretch** - Keeping the feet apart and the fingers interlocked, place the hands palms facing upward and elbows bent above the head. Slowly extend the arms upward and keeping the palms upper-most stretching the shoulders, sides and back. Hold the stretch position for the count of 10 and slowly ease out.
- c. **Shoulder Stretch** - Keeping the feet shoulder width apart, clasp both hands behind the back. Slowly lift the arms to the rear, keeping the elbows slightly bent, and the body upright. Hold for the count of 10 and then gently ease out.
- d. **Side Stretch** - Open legs wide astride and clasp hands together behind the neck. Keeping the elbows pulled back and the body straight, bend slowly sideways at the waist. Do not attempt to bend too far too fast. (Do not bounce). This is an excellent stretch for the shoulders, sides, back, and upper arms. Hold for the count of 10. Ease back to the start position slowly and repeat to the other side.
- e. **Shoulder Stretch** - Bend one arm behind the head and shoulder, placing the other hand on the elbow. Using only steady but firm pressure, pull the elbow across the back of the head. Hold for the count of 10-15. Keep the feet about shoulder width apart.
- f. **Inner Thigh and Hamstring Stretch** - Standing with feet wide astride and hands by the side. Bending the knees first, slowly lower the trunk down to the right knee grasping as far down the right leg as possible. Once in a non-strained position, ease the legs as straight as is comfortable and hold for the count of 10. On returning to the start position remember to first bend the knees slightly. Repeat to the other side.

- g. **Hip and Thigh Stretch** - The starting position is standing with feet wide astride. Turn the trunk to the right side swiveling on the balls of the feet so that both feet are facing the same way. The body is kept upright, the front leg is bent to right angles and the rear leg is kept as straight as possible. The front foot should be flat on the ground and rear foot should be up on the ball. To further stretch the Quad muscle sink the hips down towards the deck keeping the rear leg as straight as is comfortable. To enhance the stretch the body can also be lowered onto the leading leg, enabling a greater extension of the rear leg. Hold for the count of 10, and slowly ease out. Repeat to the other side.
- h. **Wide straddle Leg Stretch** - While sitting on the deck, open legs to wide straddle position. Using arms for assistance, slowly lower the trunk forward, bending at the knees and grasp as far down the legs as possible. When in the position ease back on the knees to enhance the stretch. Hold for the count of 10 and ease back to the start position.
- i. **Hamstring Stretch** - Sit with right leg straight out to the front, and the left leg tucked into the crotch. Keeping the back upright, lower the trunk forward and grasp as far down the leg with both hands as possible. Keeping the toe up at all times and the leg as straight as possible ease the forehead towards the knee. Hold the stretch for the count of 10 and then ease back to the start position. Repeat with the other leg.
- j. **I.T.B. Stretch** - Sit with the right leg straight out to the front and the left leg across the right with the left foot flat on the deck. The left knee should be bent right into the chest and both hands are to be placed to the rear for support. The right elbow hooks the left knee and pulls into the chest while the trunk is turned, so that the head is looking high and lift over the shoulder. Hold this position for the count of 10 and ease out to the start position, then repeat to the other side.
- k. **Groin Stretch** - Sitting with both heels pulled into the crotch. The hands will grasp the ankles, elbows resting on the inner thigh. To stretch, lean forward keeping the back straight and ease the knees towards the deck. Hold this position for the count of 10 and return to the start position.

(NOTE: The above stretches should be done as a minimum prior to any period of physical activity. Other stretching exercises may be used at the discretion of the PTI as and when required.)

(Transition: A mobility program should be a regular part of every training period to ensure full range of motion and returning muscle groups to their full natural length after they have tightened during training. Not only will a mobility program improve the efficiency of muscular action but it will allow muscles the capacity for full mobile response.)

3. Warm-Ups/Mobility

- a. **Arm Circulating** - Starting position: Standing with feet shoulder width apart, extend arms overhead. On the command "Exercise Commence" rotate arms in large circles either forward or backward. Motion will be done in cadence with the instructor. 10 repetitions.
- b. **Trunk Bending Sideways** - Starting position: Standing with feet wide astride, hands placed on hips. On the command "Exercise Commence" the upper body should bend from side to side. The exercise may be repeated with fingertips on shoulders and then advance to arms raised vertically above the head and a slower cadence should be counted: 10 repetitions.
- c. **Trunk Twists** - Start this exercise by standing with feet shoulder width apart and arms across the chest, finger tips touching. On the command "Exercise Commence" twist the body first to the right, flinging the arms at shoulder height to the sides, then to the left. Keep the trunk in an upright position. As you twist to the side, lift the rear heel off the deck, so as not to lock the hips. 10 repetitions.
- d. **Cherry Pickers** - Standing with legs wide astride, lower the trunk forward to touch the deck three times. First to the front of the feet, then to the center of the feet and lastly to the rear of the feet. Ensure that the knees are bent slightly on the way down. Do not bounce. 10 repetitions.
- e. **Stride Jumps** - Starting this exercise by standing with feet together and hands by the side. On the command "Exercise Commence" spring off your toes and into a wide stride position with your arms moving up to shoulder height. This repeated for 10 repetitions in cadence with the PT instructor.

4. Warm-Ups/Endurance

- a. The endurance phase of the warm-up period should consist of the following exercises:

1) push-ups 10 reps 4 count exercise

- | | | |
|----------------------|---------|------------------|
| 2) sit-ups | 10 reps | 2 count exercise |
| 3) Mountain Climbers | 10 reps | 4 count exercise |
| 4) Bends & Thrusts | 10 reps | 4 count exercise |

b. These exercises increase blood flow, heart rate, respiratory conversion and muscular elasticity in preparation for the harder activity to follow.

c. The uniform is the PT uniform of that day.

C. Cool Downs (12 minutes)

1. Conduct of the Period

- a. The inmate unit will be formed up in a three-sided hollow square on the parade ground. The PT Instructor will then take position in the center and start cool down. The platoons' drill instructor will act as assistant instructors, making corrections as necessary.
- b. The exercises that are to be used are exactly the same as those in the warm-up mobility and stretching phase but they must be executed at a much slower and steadily decreasing tempo. They will be done in the PT uniform for that day.
- c. Once the cool down is completed the PT Instructor will hand the company back to the drill instructor.
Transition: We will now cover the exercises to be used for cool down.

2. Introduction to Cool Down Exercises

a. Mobility Exercises

- 1) **Stride Jumps** - Start this exercise by standing with feet together and hands by the side. On the command "Exercise - Commence" spring off your toes and into a wide stride position with your arms moving up to shoulder height. This is repeated for 10 repetitions in cadence with the PT Instructor.
- 2) **Bend and Reach** - Start this exercise by standing with feet wide apart and arms above head shoulder width apart. On the command "ExerciseCommence" bend forward from the waist, touching the ground between the legs, then moving to the heels and then reaching back behind the heels. Hands should be stretched out in trying to touch the ground. Keep the knees slightly bent and do not bounce. 10 repetitions.
- 3) **Trunk Twists** - Starting this exercise by standing with feet shoulder width apart and hands on hips.

On the command "Exercise Commence" the upper body should twist to the left side and then to the right. 10 repetitions.

- 4) **Trunk Bending Sideways** - Start this exercise with feet wide apart and hands on hips. On the command "Exercise Commence" the upper body should bend from side to side. The exercise may be repeated with fingertips on shoulders and then advance to arms raised vertically above the head and a slower cadence should be counted. 10 repetitions.
- 5) **Arm Circling** - Start this exercise by standing with feet shoulder width apart, extend arms overhead. On the command "Exercise Commence" rotate arms in large circles either forward or backward. Motion will be done in cadence with the instructor. 10 repetitions.

b. **Stretching Exercises**

- 1) **Hip and Inner Thigh Stretch** - The starting position is standing with feet shoulder width apart. The toes of one foot point to the side while the toes of the other foot point forward. The trunk is turned so that it is facing in the direction of the foot that is pointing to the side. The hands are placed on the thigh. Keeping the back straight, chest forward, and rear leg straight gently press the crotch towards the deck. Hold the position for the count of 10. Repeat the action with the opposite foot pointing to the side.
- 2) **Cross Over Leg Stretch** - The starting position is standing and crossing one foot over the other keeping both feet flat on the ground. Bend over to touch the deck keeping legs straight. Do not bounce. Switch feet around holding each position for 10-15 counts.
- 3) **Inner Thigh and Hamstring Stretch** - The starting position is standing with feet wide astride, bent at the waist arms extended and hands grasping the right or left ankle. Keep the head tucked in toward the knee. Hold position for the count of 10, then switch to the opposite side and repeat the exercise.
- 4) **Shoulder Stretch** - The starting position is standing with feet shoulder width apart. Bend one arm behind the head and shoulder, placing the other hand on the elbow. Using only steady but firm pressure, pull the elbow across the back of the head. Hold for the count of 10 and repeat the exercise with the other arm.

- 5) **Overhead Stretch** - The starting position is standing with feet shoulder width apart. Extend arms overhead, joining hands in a loose, relaxed manner as though forming a steeple. Bend slowly sideways at the waist. Do not attempt to bend too far too fast. Hold for the count of 10 and do not bounce.

D. Introduction to Table Physical Training

1. The purpose of Table PT is to enhance upper body development. Table PT should be used for development only. If Incentive PT is required, carry it out after the Table PT has been completed as the training effect will be changed dramatically if done during the period of Table PT.
2. Conduct of the Period
 - a. The period can be conducted after warm-ups at any time prior to cool downs. Inmates can either be formed in columns for PT or circling the instructor, as long as each have room to perform each exercise without bunching.
 - b. The first period of instruction will be teaching the inmates each exercise, with each succeeding period being purely execution.
 - c. Each exercise is four count cadence and ten repetitions to start. However, at week 4 the repetitions should increase to 15, and at week 8 should increase to 20 repetitions. There should be no requirement to increase any further at this level. The drill instructor may slow the exercises down if further enhancement is required.
3. Table PT Exercises
 - a. **Rowing** - Lie on the back, with arms stretched over the head, feet together. On the command "Exercise Commence" the trunk is lifted as the arms are swung forward and the feet are brought into the butt. The fingers should touch the ground next to the butt. The body then returns to the start position. This exercise is executed to a four count cadence with ten repetitions.
 - b. **Push Ups (Biceps)** - The starting position for this exercise is with the body in a front supported position, elbows bent with hands flat on the floor directly under each shoulder. On the command "Exercise Commence" bend the arms and lower the chest to the deck and then straighten arms lifting the body. This

exercise is executed to a four count cadence with ten repetitions.

- c. **Body Twist** - The starting position for this exercise is to lie on the back, hands beside the butt, legs together and knees bent at right angles with the feet flat on the deck. On the command "Exercise Commence" lower both legs to the right and return to the center, then repeat to the other side. This exercise is executed to a four count cadence with ten repetitions.
- d. **Elbow Rest Knee Raises** - The starting position for this exercise is lie on the back, raise up on the elbows with the legs together. On the command "Exercise Commence" both knees are bent into the chest and straightened, without touching the deck, and repeated. This exercise is executed to a four count cadence with ten repetitions.
- e. **Side Bends** - The starting position for this exercise is to stand, feet shoulder width apart, finger tips touching the shoulders. On the command "Exercise Commence" the trunk is bent at the waist to one side and straightened and repeated on the other side. This exercise is executed to a four count cadence with ten repetitions.
- f. **Push Ups (Triceps)** - The starting position for this exercise is the front supported position, arms extended above the head, hands flat on the floor. On the command "Exercise Commence" the arms are to be bent, chest lowered to the deck and then returned to the starting position. This exercise is executed to a four count cadence with ten repetitions.
- g. **Crunches** - The starting position for this exercise is to lie on the back as for rowing exercise. On the command "Exercise Commence", both the body and the knees bent to meet in the center of the body, feet remain off the deck at all times, and straighten. This exercise is executed to a four count cadence with ten repetitions.

4. Words of Command:

- a. (Adopt start position)
- b. Stand by
- c. (Adjust positions where necessary)
- d. The next exercise is _____. You will get the command "Exercise Commence" (show exercise through one repetition, 1, 2, 3, and "1").
- e. "Exercise Commence"
- f. 1, 2, 3, _____, 1, 2, 3, _____, etc.
- g. (Repeat steps a-f with next exercise).

NOTE: After the introduction period the following words of command are all that is required.

- h. (Adopt start position)
- i. Stand by
- j. _____, (Name of exercise)
- k. "Exercise Commence"
- l. (Repeat stages 1-4)

5. Table Physical Training Chart

<u>Exercise</u>	<u>Maximum Repetitions</u>	<u>Maximum Sets</u>	<u>Total</u>
Pull-ups/Chin-ups	No limit	No limit	No limit
Side Straddle Hops	20	1	20 1st Phase
	30	1	30 2nd Phase
Push-Ups (2 counts)	10	1	10 1st week
	15	2	30 2nd week
	15	3	45 3rd week
	20	3	60 2nd/3rd
Body Twist	10	1	10 1st week
	10	2	20 2nd week
	15	2	30 3rd week
	15	3	45 2nd/3rd
Bends and Thrusts	10	1	10 1st week
	10	2	20 2nd week
	15	2	30 3rd week
	15	3	45 2nd/3rd
Rowing Exercise	10	1	10 1st week
	10	2	20 2nd week
	15	2	30 3rd week
	15	3	45 2nd/3rd
Mountain Climbers	10	1	10 1st week
	10	2	20 2nd week
	15	2	30 3rd week
	15	3	45 2nd/3rd
Leg Lifts	10	1	10 1st week
	10	2	20 2nd week
	15	2	30 3rd week
	15	3	45 2nd/3rd
Bent Knee Sit Ups	40	2	1st week
	40	2	2nd week
	40	2	3rd week
	40	2	4th week
Rope Climb	1	1	1st thru 4th week

E. UBD - Upper Body Development

1. The purpose of the UBD course is to improve the upper body strength and endurance through a series of eight upper body exercises. The exercises are to be performed as correctly as possible, concentrating on style and form throughout. It is important that the full range of movement is used for

each exercise. UBD's are normally conducted after the main event and before Table Physical Training and cool downs. Adequate recovery should be allowed prior to the commencement of UBDs.

2. The first UBD period will be conducted as an introduction. The unit will move by platoon to the start of the UBD course. The exercise will be conducted by one squad at a time. Each squad will be led by a Drill Instructor. The Drill Instructor will correctly demonstrate each exercise, explain the cadence and number of repetitions to be performed. He will then lead the squad in the performing of each exercise, with the Drill Instructor calling cadence and the inmates' calling the repetitions.
3. UBD Exercises
 - a. **Crunches** - The starting position for this exercise is to lie on the back as for rowing exercise. On the command "Exercise Commence", both the body and the knees bent to meet in the center of the body, feet remain off the deck at all times, and straighten. This exercise is executed to a four count cadence with 20 repetitions.
 - b. **Inclined Pull Ups** - Grasp the pull-up bar shoulder width apart and lift the body off the deck locking the body straight. Bend the arms so that the chest touches the bar (Adjust position to achieve this) and straighten arms to lower body to the starting position. This exercise is executed to a two count cadence with 20 repetitions.
 - c. **Pull Ups** - This exercise starts from the dead hang position from the pull up bar in either under grasp or over grasp. Pull up without kicking so that the chin is over the bar and straighten arms to lower the body. (Control the movement at all times). This exercise is executed to a two count cadence with 10 repetitions.
 - d. **Dorsal Raises** - Lie on the front hands clasped behind the back resting on the butt. Lift the trunk only, keep the feet on the deck, and hold for a pause then lower under control for the count of one. The exercise should not be rushed or forced. This exercise is executed to a two count cadence with 20 repetitions.
 - e. **Tricep Dips** - Place hands on the center block shoulder width apart and the heels on the log. Bend the arms to right angles and straighten for the count of one. This exercise is executed to a two count cadence with 20 repetitions.

- f. **Sit-Ups** - Lie on the back placing the toes under the log, knees bent and hands clasped behind the head. Sit up until the head breaks the plane of the knees, and lay back for the count of one. The butt will remain on the deck at all times. This exercise is executed to a two count cadence with 40 repetitions.
- g. **Rope Heaves** - Jump up and grasp the rope with the right hand on top first. Bend the arms so that the chin is over the top hand and straighten for the count of one. This exercise is executed to a two count cadence with 10 repetitions.
- h. **Push Ups** - Assume the push up position with hands pointing forward, body straight. Bend the arms so that the chest touches the deck, and straighten the back. This exercise is executed to a two count cadence with 20 repetitions.
- i. **Sprint** - From the start sign accelerate to a stride as fast as possible. Hold the speed through to the finish sign.
4. **UBD Course**-- The exercise stations vary from 100 to 50 yards apart. The inmate, upon completing each station, should double time to the next exercise station.

<u>STATION</u>	<u>EXERCISE</u>	<u>REPETITIONS</u>	<u>REMARKS</u>
1	Crunches	20	
2	Push-ups	20	
3	Dorsal Raises	20	
4	Pull-ups	10	
5	Sit-ups	20	
6	Inclined Pull ups	20	
7	Knee Lifts	20	Dead hang from the bar, arms over grasp. Lift both knees to chest and lower under control for the count of one.
8	Sprint	1	

F. The Fartlek Course is designed to develop the strength, stamina speed and endurance required to negotiate the Endurance Course.

1. The nine stations for the course are laid out in the following order:

- a Bend and reach (20)
b Bend and thrust (20)

- c Mountain Climbers (20)
- d Bent knee sit-ups (20)
- e Sprint (1)
- f Sit-ups with twist (20)
- g Pull-ups (10)
- h Dorsal Raises (20)
- i Push-Ups (20)

2. The Fartlek course is to be run by squads in the introduction period. During this period all inmates are to be shown and exercised in the correct exercises. All squads must stay together for the introductory period to ensure that all are shown the correct route.
3. The remaining periods are to be run individually. Squads are to be lined up at the start, and, on the command "Go" by the Drill Instructor, inmates are to run the course at their own speed.

G. Log Drills are a form of weight training which is used early on in the physical training program. Prior to starting the log drills, ensure that each squad of inmates are sized, tallest in the rear, shortest to the front. After the sizing is completed ensure there is sufficient space between each squad. The uniform will be as directed by Physical Training Officer.

1. Since each log is different in length, care should be taken so as to not overload the log with personnel. Have each squad stand to the left of their log so they are in position to start the first exercises.
2. Prior to giving the command "Stand by", a brief explanation should given on how to move the log to the starting position.
 - a. **Military Press (log on left shoulder)** - Place log on left shoulder for starting position. Push up for the count of one, down to the height of the left shoulder for two, push up over the head for three, and down to the right shoulder for four. This exercise is done to a four count cadence for 10 repetitions.
 - b. **Military Press (log on right shoulder)** - Place log on right shoulder for starting position. Push up for the count of one, down to the height of the right shoulder for two, push up over the head for three, and down to the left shoulder for four. This exercise is done to a four count cadence for 10 repetitions.
 - c. **Trunk Bending Side to Side (Log under left arm)** - Lower the log to the left side, under the arm. Place the right arm on the right hip. Feet should be wide astride. For the first count bend at the waist to the right side, 2; bend to the left, 3; bend to the right,

4; end to the left for one complete repetition. This exercise is done to a four count cadence for 10 repetitions.

- d. **Trunk Bending Side to Side (Log under right arm)** - Lower the log to the right side, under the arm. Place the left arm on the left hip. Feet should be wide astride. For the first count bent at the waist to the left side, 2; bend to the right, 3; bend to the left, 4; end to the right for one complete repetition. This exercise is done to a four count cadence for 10 repetitions.
- e. **Squats (log on left shoulder)** - Place log on left shoulder, right hand on right hip, feet wide astride. Squat down until buttocks are parallel to the deck, keeping the back upright, for the count of one. Stand up for two and one complete repetition. This exercise is done to a four count cadence for 10 repetitions.
- f. **Squats (log on right shoulder)** - Place log on right shoulder, left hand on left hip, feet wide astride. Squat down until buttocks are parallel to the deck, keeping the back upright, for the count of one. Stand up for two and one complete repetition. This exercise is done to a four count cadence for 10 repetitions.
- g. **Sit-Ups** - Have squads lie on their backs, log on the chest, arms curled around the log. Legs will be bent feet on the deck. Sit up for the first count, lie down to complete the repetition. This exercise is done to a four count cadence for 10 repetitions.
- h. **Log Press** - Stand lying on their backs holding logs with hands palms up, upper arm on the deck. Press the arms straight on the count of one and return to the start position to the count of two, then repeat with three and four. This exercise is done to a four count cadence for 10 repetitions.
- i. When the exercises are completed the squad shall slowly lower the log onto the deck.
- j. After completing the exercises the squads will pick the logs up and place them on the right shoulder. Squads will then carry the logs double time back to the log pile.

H. Abdomen Program

- 1. The following program can be used by both males and females who have a weak set of abdominal muscles, or who wish to build on what they have.

2. Prior to the session all students are to take 10 minutes in stretching and mobilizing the body, only then is the program to be attempted.
3. There are many different muscles in the abdominal region. However, they can be broken down into two main groups, the upper and lower abdomens. The main thing to remember when exercising the abdominal muscles is that the lower abdomens use both the upper and lower muscles when worked, and the upper abdomens use only the upper muscles when worked. Because of this, the lower abdominals should always be worked first.
4. Each session will take approximately 30 minutes max, including the warm up and cool down exercises.
 - a. Leg raises - Lay on a firm surface pressing the small of the back into the deck. Raise both legs 12 inches off the deck. Lift legs from 12-24 inches, keeping the back flat and legs as straight as possible.
 - b. 30 seconds recovery
 - c. Repeat a.
 - d. 30 seconds recovery.
 - e. Knee raises - Hang from a pull up bar. Open legs slightly. Lift both knees up to your hands, or as close as you can manage, tilting the hips forward as the legs are lifted.
 - f. 30 second recovery.
 - g. Repeat sequence.
 - h. Crunches - Lay on your back, knees bent, feet flat on the deck. Cross arms over chest placing the palms over the shoulders. Crunch the abdominal muscle lifting both shoulders off the deck slowly and holding for a count of two, then lower slowly. Repeat ten times, then cross the right leg over the left knee. (The right ankle should be on the left knee). Repeat ten times, then change with the other leg. Again repeat ten repetitions. Now move the hands behind the head, interlocking fingers. This time when you crunch, twist the right elbow towards the left knee and hold for the count of two, for ten repetitions. Change legs again and repeat ten repetitions on the other side. (Count aloud, this will enhance the "Crunch" you are performing).
 - i. Abdomen Stretch - Roll over onto the front and place arms palms downward under the shoulder, then, keeping

the hips pressed to the floor extend the arms to stretch out the abdomen. Only go as far as your body will let you, never force the movement and never extend past the point of pain.

- j. **Body twists** - Lay on your back, bending your knees to right angles so that your shins are parallel with the deck. Keeping this position and the shoulders as firmly on the deck as possible, lower both legs first to the right and then to the left for the count of one, ten times.
- k. **Side Bends** - Stand with feet wide astride, as far as is comfortable, hands clasped behind the head, elbows pulled back. Without leaning forward, or moving the hips, bend the upper body from side to side, first to the right and then to the left for the count of one, twenty times.
- l. **Body turns** - Stand with feet wide astride, as far as is comfortable, hands clasped behind the head, elbows pulled back. Keeping the elbows pulled back as far as possible and the chest lifted up, turn the trunk first to the left and then to the right for the count of one, twenty times. As the body turns, the trail foot should lift onto the heel so the hips do not lock.
- m. After the session, the body should be stretched and mobilized to aid recovery, for approximately 5 minutes.
- n. When this session becomes easy or comfortable, simply add 10% on to the repetitions and keep the same sequence.
- o. If there are no pull-up bars to be used then simply do elbow rest knee raises and double the repetitions.

I. Running Exercise

- 1. Running exercises accomplish two important aspects of a well rounded physical training program. First it is only through running that the involuntary muscles develop, and thereby, increase circular respiration or wind. Secondly, running exercises develop strength, endurance, and stamina throughout the body. Inmates will be told how far and how fast they are to run prior to commencing a run. No inmate who has fallen out of a run will be left unattended. No Drill Instructor or other inmates will physically push, shove or drag an inmate to enable him to keep up with or finish a run. Running will progress slowly in Phase I to prevent foot and leg injuries. The maximum distances specified on the following chart will be strictly adhered to.

	<u>Distance</u>	<u>Time</u>
Training Week #1	1.5 miles	Untimed
Training Week #2	2 miles	13 min. to 14 min.
Training Week #3	2.5 miles	17 min. to 19 min. 30 sec.
Training Week #4	3 miles	26 min. 40 sec. to 30 min.
Training Week #5	4 miles	39 min.

2. **Running Formations:** The size of the formation will be directed by each platoon's strength. There should be a minute interval between platoons to avoid congestion on the trails. Drill Instructors should be so positioned to maintain control and safety. A Drill Instructor should be at the side of the inmate platoon, toward the rear, so he can have a full view of the inmates. The Drill Instructor should be able to maintain proper cadence.
 3. **Platoon Discipline:** To reduce problems while running as a platoon, certain basic principles should be followed:
 - a. The platoon should be formed with short inmates and taller inmates to the rear.
 - b. The pace should be sufficient to allow all inmates to finish as part of the platoon.
 - c. The unit staff will provide a Drill Instructor to bring up the rear of all runs to act as safely and to ensure that all inmates are encouraged to complete the run.
- J. **The Confidence Course** - is designed to instill confidence and a sense of accomplishment. Inmates will be taught to negotiate obstacles in accordance with appropriate lesson plan. Drill Instructors will make a positive safety check before inmates negotiate a confidence or obstacle course.
- K. **The Obstacle Course** - is designed to develop the coordination as well as develop the upper and lower body muscles. Movement through this course should be as rapid as possible. Inmates will only use the techniques outlined in the appropriate lesson plan.

BOOT CAMP PROGRAM

Inmate General Orders

1. I will obey all orders, quickly, willingly, and without question.
2. I will be completely honest in everything I do.
3. I will refrain from the use of violence and/or threats of violence.
4. I will not use illegal drugs and/or alcohol.
5. I will try my best to learn the things I will be taught.
6. I will respect the rights and property of all others.
7. I will maintain military bearing at all times.
8. I will treat all persons with respect and courtesy.
9. I will participate and maintain a positive attitude toward all work programs.
10. I will work hard to be proud of myself.