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Guidelines For the Development of POLICIES AND PROCEDURES

JUVENILE DETENTION FACILITIES

JANUARY 1992

AMERICAN CORRECTIONAL ASSOCIATION

136161

**U.S. Department of Justice
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FOREWORD

The series titled *Guidelines for the Development of Policies and Procedures* is produced by the American Correctional Association as supplementary material to the Standards manuals. The guidelines include information on how to develop policy and procedure manuals and contain prototype policies that illustrate the application of standards to typical administrative and operational issues.

This manual is intended to assist juvenile detention facilities that are developing or revising policies and procedures. Facilities of any size seeking accreditation will find it particularly valuable, as the guidelines were developed directly from the third edition of *Standards for Juvenile Detention Facilities* and the new *Standards for Small Juvenile Detention Facilities*. The guidelines translate both sets of standards into specific, applicable administrative and procedural activities.

The guidelines do not attempt to comply with the very different statutory and case law structures in which each correctional agency operates. Agencies using this publication must still independently assess the applicability and legality of each policy and procedure for their specific systems. The American Correctional Association makes no representation as to the legality of these policies in a specific jurisdiction and is not responsible for the final use of these samples or any future adaptations of this material.

The development and publication of this manual were supported by cooperative agreement #87-JN-CX-0003 awarded by the Office of Juvenile Justice and Delinquency Prevention, United States Department of Justice. Administrators Robert Sweet, Emily Martin, and James Gould of that office were especially supportive in completing the project. Requests for additional information should be directed to: Lloyd Mixdorf, Director, Juvenile Projects and Programs, Training and Contracts, American Correctional Association, 8025 Laurel Lakes Court, Laurel, MD 20707-5075.

James A. Gondles, Jr.
Executive Director
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INTRODUCTION

Although the average length of stay in a juvenile detention facility is relatively short, detention centers around the country process a major percentage of all juvenile admissions that translates numerically to more than 500,000 cases each year. It becomes increasingly imperative that Juvenile Detention Facilities have policies and procedures based on sound standards when one considers the tremendous impact detention centers have upon juveniles as their first contact with the correctional system.

These Guidelines have been developed as a resource guide for facilities that are involved in reorganization and/or internal policy formulation. In format, this guide reflects the organization of the new third edition of *Standards for Juvenile Detention Facilities* and the new *Standards for Small Juvenile Detention Facilities* published by the American Correctional Association (ACA). We suggest that facilities engaged in writing and/or expanding their own policies and procedures use a similar approach to format construction. (See "Guide to Developing a Policy and Procedure Manual"). In addition to the references cited, the ACA staff gathered and carefully reviewed many existing juvenile detention facility manuals. At various stages of developing these Guidelines, we asked our Advisory Board, composed of recognized authorities in the juvenile detention field, to review drafts and to make suggestions for improvement or change. *Guidelines for the Development of Policies and Procedures (Juvenile Detention Facilities)* is intended to be a companion to the *Standards Manual for Juvenile Detention Facilities* and the *Standards Manual for Small Juvenile Detention Facilities* manuals.

The terms "policy" and "procedure" are, by definition, distinct and specific.

Policy answers the questions "why" and "what." A policy states the facility's philosophy and therefore determines its present and future decisions. It is a definitive statement of the facility's position on an issue of concern to the administration or to the operation of the facility.

Procedure answers the question "how." A procedure is a detailed, step-by-step description of the sequence of activities necessary for achieving a specific policy.

STRUCTURE OF THE GUIDELINES MANUAL

This publication contains three sections: a "Guide to Developing a Policy and Procedure Manual"; the "User's Key"; and sample policies and procedures.

The "Guide" is meant to be an aid to staff members responsible for developing or updating/upgrading a comprehensive policy and procedures manual. This "Guide" should be viewed as a set of suggestions in terms of processes, writing style and format based on the practical experience of many agencies, facilities, and individuals.

The "User's Key" is a detailed explanation of policy format. Additional sample heading blocks are also included.

The sample policies and procedures section makes up the major portion of this publication, and the standards that have been addressed are referenced on the first page of each policy.

"SAMPLE" FACILITY

Since no singular set of sample policies can directly relate or apply to every detention facility, program staff have created a "sample" facility and have written specific policies and procedures geared to that sample facility. These policies address a medium-sized facility; however, in no way do they intend to imply an ideal size. Facilities larger or smaller may adapt these Guidelines by making appropriate adjustments to reflect their individual needs. All of the sample documents, therefore, are applicable to a detention facility base¹ on these criteria:

1. An adequate level of staffing, including:
 - all positions required by the facility are filled
 - a sufficient number of careworkers present at all times ensuring that juveniles are constantly supervised
2. Ample availability of separate sets of comprehensive manuals with detailed instructions for operating facility sections including but not limited to accounting, procurement, food services, safety, personnel, security, etc.

In our sample, the Parent Agency is the controlling body of the facility, responsible for financing and coordinating it; the Director is responsible for the organization and day-to-day management. Sample forms (and in some instances, several variations of the same form) have been attached to the policies as guides to the types of forms required for local use.

CONCLUSION

As a management tool, a policy and procedure manual provides direction to staff and promotes efficiency and consistency of operations within the framework of overall facility philosophy.

GUIDE TO DEVELOPING A POLICY AND PROCEDURE MANUAL

INTRODUCTION

This resource manual has been prepared to guide local juvenile detention facilities in the development of their own policy and procedure manuals.

In general, a policy reflects the facility's philosophy about a particular issue. It defines WHAT the facility intends to do on a consistent basis and WHY the facility intends to take the defined action. A procedure, on the other hand, describes sequentially HOW; and inherent in such a description, with WHOM, WHEN, and WHERE the facility intends to implement the policy.

Policies and Procedures may apply to:

1. The facility as a whole; example: a policy about the facility's non-discriminatory admission criteria and services provided to juveniles.
2. One functional section of the facility; example: a policy and procedure(s) about the methods used by Food Service staff in preparing meals for juveniles pertains only to the Food Service section.
3. Two or more functional sections of the facility; example: a policy and procedure(s) about the transportation of juveniles to activities conducted by the Program section may affect both Management Services and Program Operations.
4. The facility or one or more of its functional sections and external agencies or organizations; example: policy and procedure(s) about providing educational programs for juveniles by the local school district may affect both the Program and Management sections of the facility and the local school district, an external organization.

STAFF INVOLVEMENT IN DEVELOPING POLICIES AND PROCEDURES

To ensure acceptance and successful implementation, as many staff members as possible should be included in the policy and procedure development process. The staff will have a personal investment in the policies and procedures and will feel a sense of responsibility for ensuring their implementation. The staff will not only understand the policies and procedures because they helped to develop them, but they will also be aware of the alternatives that were considered and reasons why they were rejected. The facility can capitalize on the staff members' collective knowledge and expertise (which, if tapped, can increase the practical quality of the policies and procedures significantly).

Committees

Perhaps the best method of involving large numbers of staff in the policy and procedure development process is formulating structured committees. Every effort should be made to ensure that all sections are included. The primary work in the process of policy and procedure development should be assigned to a committee chairperson (or coordinator) and includes:

- identifying policy and procedure topic items
- collecting and analyzing available resource documents related to specific policy issues
- dividing tasks among sections
- developing initial and subsequent drafts of policies and procedures
- validating the accuracy and sequence of procedural steps
- formatting the completed manual

The following committees are suggested:

Administration

The Administration Committee should be responsible for developing policies and procedures directly related to:

- general facility administration
- fiscal affairs, including purchasing
- personnel services
- public information

Support Services

The Support Services Committee should be responsible for developing policies and procedures directly related to:

- food services
- health care service
- laundry

- supplies and storeroom
- maintenance
- communication: mail, visiting, telephone

Programs

The Programs Committee should be responsible for developing policies and procedures directly related to:

- court liaison
- intake and admission procedures
- programming, including religious, educational, and recreational services
- release preparation
- citizen involvement

Security

The Security Committee should be responsible for developing policies and procedures directly related to:

- security and control
- juvenile supervision
- rules and discipline
- emergency preparedness

The Nature of the Committee

The committee coordinator is the single most important person in the policy and procedure development process. He/she serves as the center point of the process, receiving and providing information, facilitating communication between the committees, as well as determining and enforcing work schedules and deadlines.

Most importantly the coordinator integrates the results from each committee into a final policy and procedure manual that is uniform in style and format.

Members of each committee should be selected on the basis of their knowledge, experience and eagerness to work rather than their position in the facility. Each committee's size should be limited to a manageable number. Individuals may serve on more than one committee; however, in smaller facilities, people from outside the facility representing agencies or organizations associated with the facility may be asked to serve on committees to augment available staff. Additional care should be taken to ensure the knowledge of these individuals concerning the functioning of the sections included in the committees to which they will contribute.

While the use of committees represents the most effective method of involving staff in the policy and procedure development process, other methods are also available. Policies and procedures may be developed on a sectional basis, with the section supervisor responsible for soliciting input from the section staff. The supervisor would then be responsible for taking the materials developed by his/her staff and preparing the final policy and procedure drafts, adding his/her substantive input. As another alternative, policies and procedures may be developed by the administrative staff members subject to review and comment from the staff and final approval from the facility Director. Whichever method is used, staff involvement is paramount to the ultimate success of the completed manual.

WRITTEN POLICIES AND PROCEDURES

Policy and Procedure Content

Selection of topics to be covered, beginning with broad areas, is the next step in this process. Since the development of a new manual provides an opportunity to take stock, the manual must not be limited to an examination of existing practices, which can be outdated, and/or fail to take into account modern advances that have and will take place in corrections. Established practice, however, is an important source of information for procedural—and to a lesser extent policy—content because it reflects the operational realities of the facility.

Properly developed policies and procedures must not only reflect established practice, but also legal and professional requirements.

Legal and Professional Requirements

Since the late 1960s, through decisions and newly established standards, the courts and various corrections-related agencies have dramatically changed the face of the corrections profession. Resources that reflect the most up-to-date input for policy and procedure content include:

- court decisions that determine the legal criteria for facility operations. Since courts in various areas tend to rule differently on particular issues, it is advisable to rely primarily on decisions from state and federal courts in one's own jurisdiction.
- state statutes and administrative rules and regulations relevant to the operation of detention facilities

- national and state corrections standards. Although some of these resources may not pertain to your particular facility, they should be regarded as an integral part of the continuing growth of the facility

Facility Philosophy

Unfortunately, far too few directors actually make available the philosophy behind the day-to-day operations of their facilities. As a result, procedures can become fragmented and inconsistent, creating frustration for the staff because they lack a clear picture of the facility's purpose and their role in fulfilling that purpose.

The same is true for the development of policy statements. In the absence of a philosophy statement providing an overall focus, the policy and procedure manual will, in all probability, contain policies lacking direction and contradicting one another, wreaking havoc upon any attempt at implementation.

A workable facility philosophy statement is essential to the proper construction of policy statements because it defines:

- the purpose of the facility
- the facility's responsibility to its juvenile population and other major constituencies
- the direction in which the facility is, or should be, headed

In developing a philosophy statement, the following criteria should be used:

- the philosophy statement must be broad enough, yet still provide direction
- the philosophy statement must be realistic and attainable; this criterion is especially important when addressing the direction in which the organization is headed
- the philosophy statement must be worded positively; its meaning must be concise and clear

The philosophy statement should be developed and distributed to the staff prior to the initiation of any effort to develop policies and procedures. It should be the primary reference for all policy formulation. In fact, each policy should be reviewed for its consistency with the philosophy statement.

Policy and Procedure Construction

Policies and procedures are not classic works of literature, but rather useful statements that communicate the facility's philosophy and work plan. The policy and procedure writer, therefore, needs only to write in a style that is readable, easily understood, and consistent from one statement to another. The most effective policies and procedures are those with language that is direct, simple, and precise.

Policy Construction

- the policy statement should indicate the action to be taken, leaving the details of the execution to the procedures
- the statement should include the logic behind the policy
- to be clear as well as concise, the following stylistic guidelines should be followed:
 - policies should be written in complete sentences
 - statements should be direct and simple. Several short sentences are preferable to one long, complex sentence
 - simple present tense or future tense is preferred
- policies should be general but not directive. In limited instances, an item of specific information, such as a time or location, is of such importance to the understanding of the policy that it should be included in the policy statement. In most instances, however, such detail should be left out of the policy statements and included in related procedures.
- policy statements must be explicit in their assertions. The best method to determine the clarity of a statement is to have several people read it and relate what they understood it to mean.

Procedure Construction

Like the policy statement, procedures should describe specific actions concisely and clearly in simple, direct sentences in present and future tense. As procedures usually involve a series of actions to be performed by certain persons under certain circumstances, the following considerations should be made:

- a procedure cannot exist without a policy. Procedures implement policy; they cannot, therefore, exist independently.

- steps involved in completing the action are listed in the order in which they occur. A common error in developing procedures is that they are often listed according to the people or sections responsible for them instead of according to their actual sequence; thus format tends to lose the natural flow of the procedure, increasing the potential for error.
- indicate the individual (by title) or operational section responsible for the action(s) described in the procedure; inclusion of this information fixes responsibility for the completion of the procedure and minimizes misguided blame when a mistake is made.
- indicate time(s) and location(s) relevant to the operating procedure. If precise information cannot be given, some reference should be made to indicate the approximate time(s) and location(s). If relevant, list precise form(s) to be completed. Identify forms by both name and number.
- identify modes of communication. In most procedures, some form of communication—written, verbal, telephone, radio, intercom, etc.—occurs in one or more of the procedural steps. In instances in which communication occurs between staff and juveniles, also indicate what the staff is to communicate.

Policy and Procedure Format

As previously indicated, the committee coordinator must consolidate all policies and procedures and see that they are issued in a clear, useful and attractive format.

Manual Format

Manuals can be printed in a number of formats including a three-ring binder or a soft bound book such as this guideline manual. Each facility should assess its own priorities and choose what is best.

- binders with dividers are best for a manual that will be changed and/or revised in part at different times. On the other hand, they can be bulky and fairly expensive.
- the ACA has recently switched from the binder format to a soft-covered book. We have found it easier to handle and store.
- whichever format is chosen, each manual should be numbered so the central office can record the person or section to which the manual was issued.

Document Format

Many variations in format may be used to present the policy statement and procedures. Certain elements should be included in any format to provide the reader with adequate information. This can be placed in a masthead or in the body of the document:

- a classification/policy number, which identifies and separates each policy and procedure
- a date to indicate when the policy was issued
- an indication of whether the policy/procedure supersedes another policy/procedure document
- a chapter title, which covers a particular area, such as "Budget and Financial" or "Personnel"
- a subject title, which describes or identifies the specific subsection of the chapter, such as "Budget Request and Justification" or "Personnel Records"
- a signature indicating that the policy/procedure has the approval of an issuing authority
- a citation which describes or identifies the official document, law, regulation, or opinion (including the specific article, chapter, section, etc.) that serves as the foundation of the policy
- an indication of the division, department, or personnel to whom the policy is directed
- an implementation schedule or statement that indicates when the policy will be put into effect

Organization and Content of the Manual

The committee determines the sequence of the chapters in the manual, making sure they correspond to functional sections within the facility.

Policies and procedures may include additional materials of administrative interest, such as organizational charts, personnel regulations, copies of relevant forms, etc. These optional addenda should be carefully selected so that the manual does not become a catch-all for miscellaneous materials.

When the manual chapters and other materials have been put in proper sequence, a table of contents should be written for the entire volume and a title page designed.

IMPLEMENTATION OF POLICY AND PROCEDURE MANUAL

The successful implementation of a policy and procedure manual depends on several key steps:

Final Review of Content

When the manual has been assembled, final review of the material should be conducted.

- validation and test procedures should be run
- review by both internal and external experts is advised; this is always a consultant fee well spent
- other facilities can also be a valuable source of input
- legal assistance to ensure full conformity with the law is indispensable to this process

Submission for Final Authorization

When the committee members are satisfied with the final draft, the policies and procedures manual is submitted to the appropriate authorities for approval.

Distribution of Manual

For the manual to serve its purpose, it must be made easily accessible to all facility personnel and other relevant parties. A small facility may find it feasible to issue a copy to each staff member. At a minimum, the following distribution should be made:

- each section chief should be issued a copy of the manual, which shall be made accessible to all staff in the section
- each agency working directly with the facility should receive a copy
- there should be several additional manuals in a central location for public access

All manuals should have a number, which is recorded in a log in order to keep track of the location of each copy.

Training of Staff

A comprehensive training program should be developed to ensure that all staff become familiar with those agency policies and procedures directing them in their assigned responsibilities. It should be designed to provide:

- initial as well as ongoing training
- general as well as specific training
- classroom as well as hands-on experience
- required levels of achievement (established by tests)

ENFORCING AND MAINTAINING POLICIES AND PROCEDURES

In order to assure the proper discharge of policies and procedures, a system should be established to monitor the staff's activities including sanctions for non-compliance.

The policy and procedure manual must be responsive to change in order to keep pace with current philosophy, goals, legal considerations and successful operational procedures. Reviews and revisions should be conducted periodically as well as on an ad-hoc basis.

Establish Procedures for Periodic Review of the Entire Manual

The manual should be reviewed at least annually in its entirety. The following should be considered:

- policies and procedures that are unclear or inconsistent should be rewritten
- policies and procedures that have become outdated should be removed
- policies and procedures should be added to reflect changes in the field pertinent to facility operations

Establish Procedures for Changes in the Manual on an "As Needed" Basis

In a healthy facility, operations are in a continuous stage of growth and change. Provisions should be made for changing relevant sections in the manual to respond to a policy and/or procedure that has been modified, removed or added.

Establish Procedures for Staff Recommendations for Revisions

Steps should be taken to ensure that staff recommendations will reach and be acted upon by the proper authority.

Establish Standard Procedure for Changes to the Manual

A standard procedure should be developed for all manual changes. Revised policies and procedures should be issued in the same format used in the manual and be distributed to all manual holders.

Establish Procedures for Notifying Staff of Changes in the Manual

All staff must be notified immediately when changes in policies and procedures occur. Since often a section, rather than each staff member, has been issued a manual, bulletins should be distributed to inform all staff as the manual is revised.

Establish Annual Supplemental Manual

An annual policy and procedure supplement listing all changes should be published and distributed.

USER'S KEY FOR JUVENILE DETENTION FACILITIES POLICIES AND PROCEDURES - SAMPLES

To provide easy reference, editorial clarity, and consistency, program staff have used a standard format in writing each policy. This format and the titles used in the sample heading block, however, are not suggested as the best for each facility. Several heading blocks, therefore, have been included to provide a variety of alternatives.

THE AGENCY HEADING BLOCK

- A. The **justice logo** (or your local, state, etc., logo) identifies the publishing facility, accompanied by other publication identification.
- B. The **policy number** identifies both the chapter number and the policy within the chapter. For example, 2.7 means Chapter 2, Policy 7.
- C. **Pages** indicates the number of pages included in one policy.
- D. **Chapter** indicates the general subject matter or chapter title.
- E. **Related standards** includes a listing of each standard covered within the policy.
- F. **Subject** provides a general description of the policy content.

A	Sample Policies and Procedures Juvenile Detention Facilities	Policy Number	Pages
		B	C
Chapter	D	Related Standards	
		E	
Subject	F		

If bound loose-leaf, the following should be at the top of each subsequent page of policy:

Chapter	Subject	Policy #	
			Page of

The following may be added to the bottom of the last page of policy:

Effective date	Approved by

CATEGORIES USED

Each policy document is divided into two distinct sections: the policy itself and procedures.

Policies

The policy statement is the focal point of each document. It must be stated clearly and concisely. Usually, it contains two parts: the reason for the policy and the policy itself. Although the length of policies will vary, they should not exceed two paragraphs.

Procedures

The procedure statements describe who, when, where, and how the policy will be implemented. Statements are detailed, sequential, step-by-step descriptions of the activities needed to implement the policy.

SAMPLE HEADING BLOCKS

For local use, the variety of heading block formats is unlimited. The following samples are typical of information frequently used in policy and procedure manuals.

SAMPLE HEADING BLOCK A

<div style="border: 1px solid black; width: 40px; height: 40px; margin: 0 auto; display: flex; align-items: center; justify-content: center;"> Seal </div>	Department _____	Statement Number: _____ Subject: _____	
Date of Issue: _____ Effective Date: _____		Issuing Officer: _____	
Date of Scheduled Review: _____ Review to be Accomplished By: _____ <div style="text-align: center;">Name of Staff</div>		Special Implementing Orders: Training: _____ <div style="text-align: center;">(assigned to)</div> Construction: _____ <div style="text-align: center;">(assigned to)</div> Additional Instructions to be Issued By: _____	Completion Date: _____ _____ _____

SAMPLE HEADING BLOCK B

Policy Memorandum	Statement Number _____
Subject:	Date Issued: _____
	Date Revised: _____
This Policy Memorandum Will Become Effective: _____	

SAMPLE HEADING BLOCK C

Top of each individual page of document

<div style="border: 1px solid black; width: 40px; height: 20px; margin: 0 auto; display: flex; align-items: center; justify-content: center;">Seal</div>	Department	Document Number	Page of
Subject:			

Bottom of each individual page of document

Chapter:	Amendment No.:	Effective Date:
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CHAPTER 1

ADMINISTRATION, ORGANIZATION, AND MANAGEMENT

COMMENTARY

This chapter encompasses American Correctional Association Standards 3-JDF-1A-01—05, 07, 10—14, 16—23, 25—32; 3A-01, 18, 27, 30.

These policies concern the establishment of the facility, assignment of management authority, and development of a framework for facility programming and relationships with the community.

When developing policies and procedures for a facility, the parent agency must decide the level of central administrative control desired and the degree of managerial latitude to be extended to the local Directors and Administrators. The sample policies establish broad outlines, leaving more detailed operational procedures to the local Director and his/her staff.

	Sample Policies and Procedures Juvenile Detention Facilities	Policy Number 1.1	Pages 2
	Chapter Administration, Organization, and Management	Related Standards 1A-01—05, 07, 27	
Subject Establishing the Facility and Delineating Its Mission			

POLICY

This facility is established to provide short-term care in secure custody to juveniles who are accused or adjudicated pending court action or awaiting transfer to another facility and who cannot be served in an open setting. Specifically, the facility shall do the following:

- provide for juveniles' basic needs, such as shelter, food, clothing, and medical care
- prevent the abridgment of juveniles' legal rights during detainment at the facility
- provide for the physical, emotional, religious, educational, and social needs of juveniles during detainment
- house juveniles in a safe and humane environment, maintaining the level of security necessary to prevent escape and assure that juveniles live free of fear of assault or intimidation by staff or other juveniles

PROCEDURES

Legal Establishment

The facility or its parent agency has a governing authority.

If services for adult and juvenile offenders are provided by the same parent agency, the statement of philosophy, policy, program, and procedure shall distinguish between criminal codes and the statutes that establish programs for juveniles.

Development and Management

The Director shall develop and manage all phases of the facility according to parameters set by law and the parent agency. A written mission plan including the facility's philosophy and long-range goals shall be developed. The facility's philosophy should include the following:

Goals: Statements of specific intentions based directly on the facility mission. Goals can be accomplished by developing one or more measurable objectives for each goal.

Objectives: Statements of specific activities worded in objective, quantifiable terms with specific measurable criteria for each objective.

Tasks: Statements of individual functions based directly on the objectives. The following tasks become the basis for staff performance evaluation:

- physical and psychological care of juveniles (including shelter, food, clothes, etc.)
- legal rights of detained juveniles (listing specific procedures for preventing violation of these rights)
- secure custody of juveniles (while maintaining their right to live free from fear of assault and intimidation by others)
- purpose of detention

Programs

The facility should offer programs in the following areas:

Evaluation and Prescription

Caseworkers shall have the following responsibilities:

- assess juveniles' strengths and weaknesses through the use of a variety of screening techniques
- identify any difficulties experienced by juveniles in school and transmit that information to the probation officer or caseworker
- distribute the assessment data collected to the probation officer/caseworker
- arrange for any specialized medical and/or psychological testing deemed essential or court-ordered
- offer a diagnostic perspective of each juvenile's educational needs to school, court, and other involved agencies/individuals

Education

This program shall do the following:

- provide an educational experience that promotes achievement and replaces patterns of failure with patterns of success
- provide educational services that motivate juveniles to continue their education
- provide occupational and vocational counseling emphasizing the skills, knowledge, habits, and attitude required for employment
- introduce community resources to the juveniles

Treatment Programs

These sessions shall do the following:

- deal primarily with coping skills for daily detention living and secondly with the problems that may arise after release
- provide information to juveniles to reduce anxieties about their living situations
- improve the quality of staff-to-juvenile relationships, helping juveniles respond more positively to adults as authority figures
- assist juveniles in solving problems for themselves

Recreation

These programs shall do the following:

- provide activities that improve juveniles' self-image through personal skill development and increased opportunities for achievement and success
- provide activities that expend energy and allow physical and psychological release for juveniles

Annual Review

The Parent Agency shall hold meetings at least annually with the Facility Director to enhance communication, establish policy, and explore problems. Programs will be analyzed and evaluated in terms of their objectives, cost, and relation to the facility's philosophy and goals. The mission statement that describes the philosophy, goals, and purpose of the facility shall be reviewed and updated at least annually to reflect changes in the juvenile detention process. Goal predictions shall be designed to enable periodic goal achievement and will be assigned to specific staff members, who will be given definite dates for completion.

 Sample Policies and Procedures Juvenile Detention Facilities	Policy Number	Pages
	1.2	2
Chapter	Related Standards	
Administration, Organization, and Management	1A-12, 14, 20	
Subject		
Coordination with Community Agencies and Educational Institutions		

POLICY

The Director shall coordinate planning efforts with community-related groups and service providers to ensure maximum use of available resources for detained juveniles. The Director shall also cooperate with other departments, divisions, and agencies of the state, its political subdivisions and municipalities, as well as appropriate private agencies and organizations to assist in providing necessary services for those juveniles who must be detained.

PROCEDURES

Since reducing ties with family, peers, and other support systems within the community can only increase juveniles' feelings of alienation, even for a short detention stay, the facility shall maintain as close a tie with the community as is possible.

Coordination with Community-Based Programs and Services

Maintaining ties with the community requires the following:

- ample opportunities for juveniles to be with family and friends
- involvement in appropriate community activities
- permitting volunteers from the community to work directly with juveniles
- taking full advantage of community services and resources in the facility, as well as the community

A Citizen's Advisory Board shall be appointed. The members shall be a representative group of citizens who are active in community affairs and have a broad background in juvenile interests. Varying degrees of responsibility are delegated to the Advisory Board, including evaluating, recommending, and supporting policies and procedures that are in the best interest of the juveniles. Its specific functions are to evaluate existing programs and funding needs; to assist in securing needed funds from private and governmental sources; to provide input from the community; and to provide information about the detention program and activities to the public.

Interagency Cooperation

Since the operation of a facility both affects and is affected by other agencies within and outside the juvenile justice system, an information-sharing mechanism shall be established to maintain contact with advisory committees, justice councils, state and regional planning organizations, and other community resources. General guidelines and procedures for referral shall be developed in cooperation with the juvenile court, intake staff, probation officer, and the community-based program about conditional and unconditional release of juveniles to these programs, payment for services, emergency use, etc. These agreements shall be monitored and updated as needed on at least an annual basis (see Policy 19.1).

Facility and Community-Based Programs

The facility Director, in conjunction with other juvenile justice agencies, shall develop and maintain a current inventory of all state and local juvenile justice and delinquency prevention services. This inventory would aid the facility's planning process by both identifying existing programs and determining program needs. The facility Director shall keep an up-to-date file on available community-based programs and services that function as referral sources for juveniles whose circumstances do not or no longer require secure confinement.

Coordination of Educational Resources

Based on assessments of detainees' educational needs and problems, the state or local educational institution shall be notified of the needs of this population, as well as special cases requiring remedial assistance. Notification will be

made in time to assure that annual budgetary planning and fiscal arrangements can be made to ensure effective delivery of educational support services.

Professional Membership

Staff members are encouraged to apply for membership in related professional organizations to enable them to stay abreast of developments in the field and to upgrade their skills through participation in workshops and conferences.

	Sample Policies and Procedures Juvenile Detention Facilities	Policy Number 1.3	Pages 1
Chapter Administration, Organization, and Management		Related Standards 1A-11, 16, 17	
Subject Establishment of Facility Director and Defining Criteria for Selection			

POLICY

A Director shall be appointed to manage and operate the facility in accordance with state and federal laws, parent agency policies, executive orders, and judicial decisions.

PROCEDURES

Appointment of the Director

The appointment of the facility Director shall be made by the authority having jurisdiction. Minimum qualifications include a bachelor's degree in an appropriate discipline, two years of experience working with juveniles, and demonstrated administrative ability and leadership. These requirements can also be satisfied by completion of a career development program that includes work-related experience, training, or college credits at a level of achievement equivalent to the bachelor's degree.

Skills of the Facility Director

The facility Director must be skilled in personnel management, program research, planning, and evaluation. He/she should have broad-based experience and/or training in the following:

- dealing with delinquents and delinquency
- managing personnel
- the causes of delinquency and family problems
- the common legal problems of juveniles
- the relevant policies of pertinent agencies, including local law enforcement
- crisis management

Term of Office of the Facility Director

Each facility Director shall be appointed to continuous service after completion of an appropriate probationary period that does not exceed one year.

Removal of the Facility Director

Termination may be accomplished only by the appointing officer, for good cause, and, if requested, following a formal hearing on the specific charges.

 Sample Policies and Procedures Juvenile Detention Facilities	Policy Number 1.4	Pages 1
Chapter Administration, Organization, and Management	Related Standards 1A-19, 34	
Subject Roles of Consultants, Contract Employees, and Employees of Other Agencies		

POLICY

To avoid confusion, the duties and responsibilities of consultants and contractors who provide services to the facility should be clearly specified in a contract or other type of agreement.

PROCEDURES

Issue of Contracts and Employment Agreements

All people working in the facility who are not expressly employed by the facility shall have some kind of working agreement between them and the facility. Contract employees, those who enter the facility on a regular basis but are on the payroll of another agency or company, shall sign a formal, detailed contract specifying their duties. Service providers, those who are not regularly at the facility, shall sign an agreement stating the work to be done. All contracts and agreements shall include the Administrator to whom the employee is responsible and shall designate the Director as the final authority.

Issue of Identification Cards

Identification cards may be issued by the Administrator for Program Operations after the following information is received:

- a completed application form listing all information relevant to the program or service offered
- approval by the appropriate supervisors and/or the Director
- written statement from the provider agreeing to abide by the rules of conduct expected with juveniles, code of ethics requirements, and security and disciplinary procedures of the facility

Identification cards shall display the photograph of the service provider, be valid for one year or until completion of the assignment, and display the Director's signature.

Card Distribution

Notification of approval by the Administrator for Program Operations of all part-time providers shall be made to the Director, the Control Center, and the front entrance.

Records

The Office Manager shall maintain a file of both a current list of all valid cardholders and a list of expired or invalid cards.

Supervision of Contract Employees

Identification cards authorize service providers to proceed through the facility under minimal staff supervision and direction.

Supervision of Service Providers

Service providers shall be under constant supervision by the facility staff. Individual service providers shall be accountable for any and all tools or materials they bring into the facility. At no time are any service providers to have access to or handle facility keys.

	Sample Policies and Procedures Juvenile Detention Facilities	Policy Number 1.5	Pages 2
Chapter Administration, Organization, and Management	Related Standards 1A-18		
Subject Organizational Staffing Chart			

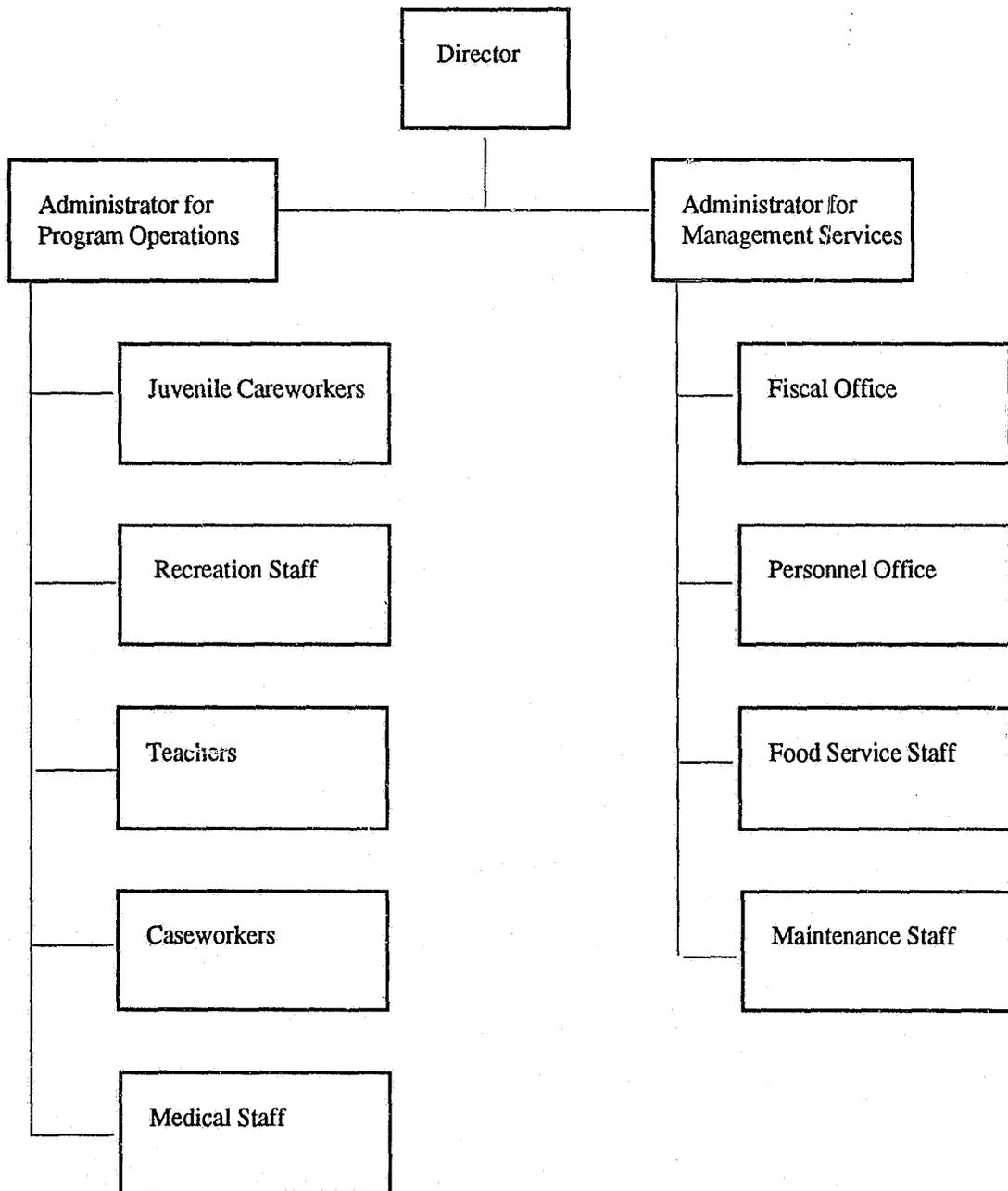
POLICY

An organizational staffing chart shall be developed to reflect necessary staffing to meet the needs of the juveniles and the mission of the facility. The chart shall define responsibility, delineate related staff units, promote efficiency, and provide a clear chain of command.

PROCEDURES

The Director is responsible for constructing and maintaining the organizational chart. The organizational chart shall be reviewed annually by the supervisor of each section. Each supervisor shall submit all revisions with comments from the staff to the Director for review, approval, or revision.

Sample Organizational Staffing Chart



 Sample Policies and Procedures Juvenile Detention Facilities	Policy Number	Pages
	1.6	1
Chapter	Related Standards	
Administration, Organization, and Management	1A-13, 20, 23, 25—27	
Subject		
Communications		

POLICY

In order to operate the facility in an efficient and consistent manner, a system of communication shall be established and appropriate channels of communication shall exist.

PROCEDURES

Meetings

A series of meetings shall be held at various levels at least monthly. These meetings should take a minimum of time without losing effectiveness. Suggested levels include administrative, supervisory, and unit staff.

Parent Agency

The Director and any appropriate staff shall meet with a representative from the Parent Agency at least annually to discuss policy, explore problems, ensure compliance to administrative policy and implement programs.

Communication with Courts

The Administrator for Program Services shall, at least annually, advise the appropriate court(s) in writing of the extent and availability of programs and services at the facility.

Communication with Government Agencies

The Director, or designee, shall be able to respond to requests for information, advice or program inquiries, within the boundaries of confidentiality, from any governmental agency at any time. There shall be a system in place to receive inquiries and respond accordingly.

Administrative Conferences

To ensure the early identification of problems, and to ensure an accurate flow of information between detention staff and the courts and probation, police, and other justice system agencies, regular meetings and case conferences must be conducted.

Director's Staff Meetings

Director's staff meetings shall be held each month. An agenda of discussion items shall be distributed prior to the meeting.

Attendees shall include Administrators and Supervisory staff to discuss policy and program changes and directives that are of general interest to the group. The Director may use this meeting effectively to improve communications between sections and understanding of facility programs. Each participant shall present an update of the problems and accomplishments in his/her area of responsibility. Minutes of the meeting shall be distributed to all attendees.

Staff Communication

All staff and volunteers shall have the opportunity to recommend changes and advise and consult the Director about ongoing operations. Minutes shall be forwarded to the appropriate Administrator for feedback.

Communication Techniques

Communication between juveniles and staff is essential to efficient operation of the facility. Office assignment shall place program-oriented staff in proximity to the juvenile group.

An internal mail system shall be organized in the facility to provide a way for juveniles to keep in contact with staff members (see Policy 12.4).

 Sample Policies and Procedures Juvenile Detention Facilities	Policy Number	Pages
	1.7	1
Chapter	Related Standards	
Administration, Organization, and Management	1A-21, 22; 3A-01	
Subject		
Establishment and Maintenance of Manuals		

POLICY

To disseminate policies, procedures, and rules, a facility handbook or manual shall be established. This program manual shall be both general enough to address overall parent agency and facility goals and specific enough to assist staff in performing their duties effectively.

PROCEDURES

The program manual shall be written, reviewed and commented on by all staff, approved by the parent agency, and revised as needed. A copy of the manual shall be given to each staff member, and it shall be used as a training manual for all new staff during the orientation period.

Development

The program manual shall contain broad mission statements and goals as well as specific facility objectives.

Description

The program manual shall include the following information:

- the rules, regulations, and laws of the parent agency
- the philosophy, goals, and objectives of the facility
- the policies and procedures of the facility
- all staff and juvenile handbooks and forms used at the facility
- detailed descriptions of the duties and responsibilities of each staff member

Issue of the Program Manual

The program description is a controlled document issued by a supervisor. Staff members are required to keep their manuals up-to-date by placing additions and revisions in the appropriate alphabetical or numerical sequence.

Appropriate staff and juveniles shall be notified prior to implementation of any change in policy or procedure.

Training

An instructional training plan shall be devised to supplement the manual in explaining the section's program and its relationship to the overall goals of the facility and to ensure continuity of program supervision.

	Sample Policies and Procedures Juvenile Detention Facilities	Policy Number 1.8	Pages 4
Chapter Administration, Organization, and Management		Related Standards 1A-10, 28, 29	
Subject Facility Program Reporting and Review			

POLICY

The facility shall provide constructive programming designed to help each juvenile to function effectively both during detention and after return to the community. Progress and program effectiveness shall be monitored regularly and discussed in the Director's quarterly report to the parent agency.

PROCEDURES

Program Report

The supervisor of each program activity shall submit a regular report of activities. The report shall include information about current programs, activities, accomplishments, and major problems.

Director's Report

The Director's status report shall be prepared quarterly and forwarded to the parent agency. Topics should include but not be limited to the following:

- budget status
- security: escapes, assaults, unusual incidents
- administration and section highlights, including reception and orientation
- population data, including number of juveniles admitted by adjudication status
- any change in space requirement
- staff and juvenile morale
- unusually difficult problems
- personnel activity: hirings, terminations, problems
- staff training
- community activity

Performance Monitoring

The intentions of the facility are to keep both the public and the juveniles safe, to accept only those juveniles who belong in a secure setting, and to provide a humane atmosphere during detention. Performance monitoring procedures shall be implemented at least annually to ensure that the facility is meeting its intentions. The parent agency, in conjunction with the Facility Director, can use the information provided by these monitoring procedures to do the following:

- assess the status of the facility in meeting professional requirements and standards
- determine the efficiency of the detention process from initial intake through adjudication to release or transfer
- motivate juvenile detention careworkers and staff to upgrade and/or maintain high-quality treatment and services
- identify specific problem areas and determine alternate solutions and cost to the facility
- increase accountability of the detention center staff to the public and to elected officials

Evaluating every aspect of the facility on one form would prove cumbersome and ineffective. Only the following four major objectives of detention facility operation shall be addressed on this form:

- security and control
- intake and admission
- humane treatment
- release and transfer

The form is divided into three sections: facility objectives, performance directly related to the objectives, and recommended strategy for measuring performance. Although these measures are not all-inclusive and need to be refined and adapted to each particular facility, they do provide sufficient feedback and information for administrative decision making.

The form provides procedures for measuring performance in nineteen areas and is limited to identifying unsatisfactory conditions, not to listing steps for solutions. After the evaluation has been completed and analyzed, the facility administration will need to develop a plan to correct deficiencies and/or upgrade performance levels.

The specific measuring tools for gathering information should be developed by each facility. Since many areas are subjective in nature, requiring juvenile input (e.g., feelings of personal safety, satisfaction with the facility and counselors), sensitive questionnaires guaranteeing anonymity should be developed.

Sample Juvenile Detention Performance Monitoring Procedures Review Form

Objectives	Performance Measured	Recommended Measures
Security/Control	1. Escape Frequency	1. Escapees/Average Population
	2. Unusual Incidents	2. Number of Unusual Incident Reports per Month
Intake/Admission	3. Preadjudicated/Adjudicated Juveniles Who Cannot Live in an Open Setting	3a. Written Criteria for Intake? 3b. Number of Juveniles Meeting Criteria
Humane Treatment/ Life and Safety	4. Institutional Abuse	4a. Physical Abuse (Documented)/ Average Population
		4b. Mental Abuse (Documented)/ Average Population
	5. Facility Atmosphere	5a. Percentage of Juveniles Who Feel Safe in Person/Property
		5b. Dissatisfied Juveniles/Total Population
	6. Crowding	6a. Number of Juvenile's Days Spent in Crowded Conditions/ Total Number of Juvenile Days
		6b. Number of Juveniles in Single Rooms/ Average Population
	7. Safety/Emergency	7a. Number of Injuries per Fifty Juveniles
		7b. Number of Injuries Resulting in Hospitalization
	8. Fire Safety	8a. Number of Fire-related Deficiencies/ All Possible Fire Deficiencies
		8b. Number of Fires in Facility Each Year
	9. Sanitation/Hygiene	9a. Number of Cleanliness Deficiencies/ All Possible Deficiencies
9b. Number of Serious Health Hazards/ Possible Hazards		
Treatment/Health	10. Physical Health Status	10a. Number of Hospitalizations
		10b. Number of Physical Examinations/ Total Population
	11. Mental Health Status	11a. Number of Suicides
		11b. Number of Attempted Suicides
		11c. Percentage of Juveniles Asking for Medication to Relieve Mental Distress
		11d. Percentage of Juveniles with Symptoms of Mental Distress

Objectives	Performance Measured	Recommended Measures
Humane Treatment/ Programs and Services	12. Food Service	12a. Juveniles Satisfied with Amount and Preparation of Food 12b. Written Menu Plan/ Balanced Diet Meeting FDA Standards
	13. Counseling	13a. Number of Staff Hours Spent in Counseling/Number of Juveniles Counseled 13b. Dissatisfied Juveniles/Total Population
	14. Education	14a. Number of Juveniles Educationally Diagnosed 14b. Number of Juveniles Attending Education Program/Total Population
	15. Recreation	15. Number of Hours Spent in Physical Recreation/ Total Number of Hours Recreation Provided
	16. Library	16. Number of Hours Spent Using Library/ Total Number of Hours Service Provided
	17. Religious	17a. Number and Types of Religious Services Available 17b. Percentage of Population Using Services
	18. Citizen/Community Involvement	18a. Number of Volunteers per Ten Juveniles 18b. Number of Community Resources/ Programs Used/Total Number of Available Services
	Release/Transfer	19. Expeditious Release

These monitoring procedures have been adapted from *Measuring Prison Results, Ways to Monitor and Evaluate Corrections Performance*, a publication of the U.S. Department of Justice, National Institute of Justice, 1981.

 Sample Policies and Procedures Juvenile Detention Facilities	Policy Number	Pages
	1.9	1
Chapter	Related Standards	
Administration, Organization, and Management	1A-32	
Subject		
Legal Assistance for Director and Staff		

POLICY

The Director and all staff shall be provided with adequate and appropriate legal advice in the performance of their duties. This shall include legal representation before courts and other appropriate bodies.

PROCEDURES

Counsel Availability

An attorney is available for advice, consultation, and/or representation to the Director and other staff for any or all legal actions against the Director and/or staff, court decisions, and juvenile rights and issues. Consultation is also available on policy information, court requirements, and operational matters.

Requests for Legal Assistance

Requests for legal assistance may be made verbally or in writing to the Director or the parent agency. All requests must be accompanied with adequate background information and supporting documents to explain the need for assistance.

Evaluation of Requests for Legal Assistance

The parent agency shall provide appropriate representation to all staff members of the facility who are legitimately conducting their respective duties. Should substantial evidence indicate the staff member's conduct was negligent, illegal, or intentionally outside his/her scope of authority, legal representation may be denied. If a staff member is denied legal representation, written notification shall be provided by the attorney, including the reason for the decision and right-of-appeal information.

Channels of Communications

Facility staff shall direct all requests for legal advice or representation to the Director. All requests shall then be forwarded to the office of the attorney along with the Director's comments and recommendations.

	Sample Policies and Procedures Juvenile Detention Facilities	Policy Number 1.10	Pages 2
Chapter Administration, Organization, and Management		Related Standards 1A-30, 31	
Subject Public Information			

POLICY

A public information program shall be developed to promote an understanding of the facility's philosophy and goals. All facility staff shall strive to maintain integrity and credibility with the general public and with those persons and organizations legitimately involved with the facility.

PROCEDURES

Coordination of Communication

The Director is designated as the facility's Public Information Officer. The duties of this position cover several areas.

Written Communication

The Public Information Officer is responsible for the following types of written communication:

Official correspondence: initial review of all official correspondence from legislative bodies, courts, law enforcement agencies, and representatives of the news media.

Mandatory response: preparation of a written response to all letters within three working days of receipt.

Correspondence records: recording of all incoming and outgoing official correspondence and copies of the correspondence.

Routing Method: The Public Information Officer is responsible for informing appropriate officials of applicable correspondence. All replies to requests for information shall be answered unless some question about the validity of the information or an individual's right of privacy exists; those requests may be referred to legal counsel.

Verbal Communication

The Public Information Officer is responsible for the following types of verbal communication:

News media visits: Visits from the news media are permitted and shall be handled through the Director's office.

The Director shall do the following:

- allow media access to all program areas of the facility
- preserve juveniles' individual rights of privacy
- portray a factual picture of the facility
- ensure that representatives of the news media are aware of security restrictions

Media statements: News statements on legislation or government policy affecting detention purposes or the function of the facility are the responsibility of the parent agency. The Director and administrators have authority to comment on daily operations.

Contact with the public: Staff contact with the public is expected to be conducted with professionalism. All staff shall receive special training to ensure prompt, courteous, and correct responses to inquiries. This training shall include the following:

- the Right of Privacy Act
- public information legislation
- approved telephone procedures
- basic instruction in policies relating to contact with the public

Release of Official Information: Individual staff members receiving requests for official information from groups mentioned in this policy statement shall forward all such requests to the Director. All inquiries must be answered promptly and accurately and in complete compliance with local, state, and federal laws governing public information and rights of privacy. All official information and press releases referring to parent agency or facility policy,

programming, or conditions shall be issued only by the parent agency or a person specifically authorized by the parent agency.

Parental Involvement

The Public Information Officer is responsible for dealing with the following types of parental* involvement:

Notification: Admissions personnel must notify parents immediately on a juvenile's admission to the facility. Parents should also be notified immediately of illness, accidents, death, and/or transfer to another facility.

Visiting: Regular visiting hours are established, but special arrangements may be made with the approval of the Director or administrators. Visiting hours shall be posted in a prominent place in the visiting area.

Telephone/Mail: Policies for use of telephone and mail encourage parental involvement.

*The term parents shall include guardians.

Open House

The facility shall have an annual open house to which parents and the general public will be invited. Tours, informational programs, and access to supervisors and staff shall be made available.

Communication Standards

The Public Information Officer is responsible for maintaining the following standards of communication:

- all public statements should agree with policies approved by the parent agency and be confined to areas of direct responsibility
- juveniles may not be interviewed or photographed for news coverage connected with their delinquency charges, but they may be interviewed or photographed for news coverage of facility programs, with signed consent from the juvenile and the appropriate custodian or guardian (as defined by statute)
- no information on juveniles or their charges may be given to the media

Tours

The Public Information Officer is responsible for conducting tours of the facility according to the following specific procedures:

- prior approval shall be given by the Director
- a designated staff person will conduct approved tours
- requests for tours must be in writing, include a specific date and time, list the first and last names of all participants, and state the purpose of the tour
- tours will be limited to a schedule that provides the least amount of interference to the operations of the facility
- tours may or may not exclude minors, as determined by state law

Community Education

The Public Information Officer is responsible for seeing that facility staff participate in informational programs for the general public to improve the community's understanding of the mission, goals, and programs of detention. These programs also provide a channel for community input, recruitment of volunteers, and development of community support. A committee of staff persons shall coordinate the program by arranging speaking engagements with schools and community organizations. A record is kept of where community visits took place and the number of people involved. Data is compiled from evaluative questionnaires answered by the audience.

 Sample Policies and Procedures Juvenile Detention Facilities	Policy Number	Pages
	1.11	1
Chapter	Related Standards	
Administration, Organization, and Management	3A-18, 27, 30	
Subject		
Monitoring and Reporting Abuse and Neglect		

POLICY

To ensure the safety of the juveniles in the facility, all suspected incidents of child abuse or neglect, whether they occurred prior to admission or during the juvenile's stay, shall be reported immediately to the statutorily designated authority. If law permits, the Director of the facility shall initiate a thorough investigation and administer appropriate disciplinary actions, which may include suspension, dismissal, and/or criminal prosecution.

PROCEDURES

Child Abuse Notification

Any person who has reasonable cause to suspect child abuse or neglect shall immediately inform the Director, who will take appropriate action, including the following:

- having the juvenile examined by the facility physician, who will initiate appropriate care
- notifying parents or guardians
- adhering to local and state law regarding the reporting and actions to be taken

Legal Responsibility

As mandated by law, anyone who knows or suspects that an incident of alleged child abuse or neglect has occurred must immediately initiate or cause to be initiated a report that includes the following information:

- name and address of the facility and the name and address of the juvenile's parents or legal guardians
- age of juvenile
- nature and extent of the injury or maltreatment
- any previous injury or maltreatment
- name of alleged perpetrator
- any other helpful information

Any person making a good faith report should have immunity from any liability, civil or criminal, that might otherwise be incurred or imposed. Failure to report known or suspected child abuse is an offense punishable by a fine or imprisonment. In addition, a person who fails to report suspected child abuse may be held liable for civil action. After the statutorily designated authority has been notified, facility procedures for investigating and reporting such incidents should be implemented.

Reporting Alleged or Suspected Incidents of Child Abuse

The Director shall be immediately notified of all alleged or suspected incidents of child abuse. Upon receipt of an allegation of child abuse, the Director or designee shall promptly determine the facts surrounding the incident and notify the proper authority. The Director shall record the facts surrounding the incident. A copy of the initial report and any subsequent findings and actions shall be placed in a permanent file at the facility. The original report shall include copies of all pertinent documents, such as incident reports, log book entries, and medical reports. In the event of the death of or serious injury to a juvenile, the Director or statutorily designated authority shall be notified immediately by telephone.

Disciplinary Action

At the discretion of the Director, the alleged perpetrator may be suspended or transferred to another facility until the investigation is completed. Loss of employment may result if abuse or neglect is proven.

CHAPTER 2

FISCAL MANAGEMENT

COMMENTARY

This chapter encompasses American Correctional Association Standards 3-JDF-1A-28; 1B-01—21.

Effective fiscal controls require the use of specific and detailed operating manuals for adapting these sample policies and procedures. Good fiscal management requires complete and accurate record keeping.

	Sample Policies and Procedures Juvenile Detention Facilities	Policy Number 2.1	Pages 1
Chapter Fiscal Management		Related Standards 1B-01, 02, 05—07	
Subject Fiscal Responsibility and Budgeting			

POLICY

The Director has responsibility for the facility's fiscal policy and shall develop accounting procedures that conform to the mandates of the parent agency and applicable statutes and judicial rulings. Fiscal policies shall be directly related to and coordinated with the goals and objectives of the facility program plan and will act as a guideline to improve program efficiency and measure goal achievement.

PROCEDURES

Fiscal Officer

The Facility Director is responsible for fiscal management and control; however, he/she may designate a qualified staff member as fiscal officer. A fiscal officer must have a bachelor's degree in business administration or a related field and three or more years of demonstrated supervisory and administrative experience. The degree requirement can be satisfied by successful completion of a career development program at a level equivalent to that of a bachelor's degree.

Budget Preparation

All facets of on-going programs, proposed programs, and long-range goals shall be evaluated for their budget requirements. Assistant Administrators and Supervisors shall assist in the budget planning process by doing the following:

- evaluating existing and projected staff needs for each section
- evaluating existing space and projected needs for capital improvements
- evaluating existing and projected travel and staff training needs

Budget Submission

The Director shall submit a written facility budget annually to the parent agency six months prior to the beginning of a new fiscal year. Detailed evaluations and justifications should be included in the budget submission, and the Director should be prepared to meet with the parent agency at the beginning of each fiscal year to discuss any portion of the report that needs further clarification.

Budget Reallocation

Facility funds may be reallocated from one appropriation to another only when specific written authorization has been obtained from the Director.

Budget Revision

When appropriate, the Director shall submit a request to the parent agency for budget revision. Detailed evaluation and justification should be included in the request.

 Sample Policies and Procedures Juvenile Detention Facilities	Policy Number	Pages
	2.2	4
Chapter	Related Standards	
Fiscal Management	1B-03, 04, 08—10	
Subject		
Accounting for Appropriations and Expenditures of Funds		

POLICY

Accounting operations are structured to indicate the current status of appropriations and expenditures on a continual basis. Accepted regulations and procedures prescribed by the parent agency require the following:

- strict recording and receipting of all funds
- providing a specific room where funds may be secured in a safe at all times
- disbursement of funds for approved goods or services
- annual review of the methods used for collection, safeguarding, and disbursement of funds by the Director to ensure compliance with parent agency requirements, which should be updated as needed
- an annual report of all monies collected, prepared by the Fiscal Officer for submission to the parent agency

PROCEDURES

Rates for Regional Services

When a detention facility serves a specific region, the facility shall determine the jurisdictions it serves and the rate it will charge. All users shall be charged the same per diem, which accounts for: treatment, care, supervision, administrative overhead, and construction.

Collection of Funds

Cash receipts shall be entered in the cash receipts log by the Accounts Clerk. The Office Manager shall verify the accuracy of the records and the amount of cash received and provide the Accounts Clerk with a receipt for the funds. The Director shall arrange for funds to be deposited in a bank on a daily basis. Secure storage shall be provided for cash and valuables.

Disbursements

The Accounts Clerk shall match each purchase order number to the vendor's invoice. Prior to submission for payment, the following details shall be checked for completion and accuracy:

- name of section making request
- name and complete address of vendor
- description of each item
- number of units ordered for each item
- unit price for each item
- extension price (quantity x item)
- invoice and purchase order total are in agreement
- section code that purchase will be charged against, including the proper breakdown when purchase is divided among more than one budget code
- Director's signature of approval
- complete address of location where order was delivered, including building and room number
- vendor's invoice number, if available
- Shift Supervisor's signature verifying receipt of purchase

The Accounts Clerk shall assign the appropriate general ledger account number to each invoice. The invoice and supporting documentation shall be forwarded to the parent agency for payment. Copies of the invoice and supporting documentation shall be retained by the Accounts Clerk until verification of payment is received.

Petty Cash

A petty cash fund shall be established in an amount authorized by the Fiscal Officer. The Accounts Clerk shall have overall responsibility for maintenance of and disbursements from the petty cash fund.

Staff and Volunteer Reimbursement

When a reimbursement request is submitted to the Accounts Clerk, the following procedures shall be observed:

- reimbursements shall not exceed an amount established by the Fiscal Officer unless an additional authorization has been obtained from the Director
- reimbursements for purchases must be supported by a register receipt or its equivalent. The register receipt shall be checked for accuracy and attached to the petty cash voucher
- all petty cash vouchers shall be signed by the staff member approving the reimbursement, as well as by the individual receiving the petty cash funds

Staff Payroll

Time accounting procedures are used in conjunction with time sheets to provide consistency and accuracy. Staff members will sign in and out on the timesheet when they report for and are relieved from their shift; a time clock can also be used. All overtime shall be authorized on the timesheet by the Shift Supervisor. Overtime will be paid in quarter-hour increments, rounding up or down to the nearest fraction.

Time Sheets

Payroll and auditing purposes require the submission of timesheets to the Office Manager at the end of each pay period. Each Supervisor shall review timesheets for accuracy of dates, times in and out, and total hours worked. Overtime is to be documented and approved by the staff member's Shift Supervisor. The Administrators shall review timesheet information, make any necessary corrections, and sign the verification. The Shift Supervisor shall be responsible for submitting all timesheets to the Office Manager no later than three days following the end of the pay period. The Office Manager shall enter salary and wage information from the payroll listing onto each timesheet. Leave slips will be compared with timesheets and recorded.

Bank Payroll Service

Should the facility use a bank payroll service, timesheet information is transferred to preprinted computer sheets. The computer sheets shall be balanced, totaled, and transported to the bank. The bank shall calculate withholdings and other deductions. Within forty-eight hours, the bank shall have individually printed payroll checks with back-up documentation available for pick-up by the Office Manager.

Verification Procedures

The Accounts Clerk shall verify the accuracy of each paycheck by comparing it with the computer sheets. If errors occur, the bank should be notified, the paycheck voided, and a supplementary check issued. The corrective action taken shall be noted on the computer sheet. Information from the sheets shall be recorded in a payroll journal. This journal shall be divided according to project or program function. Total payroll figures must balance with the net payroll, plus deductions.

Request for Petty Cash Funds—Sample Form

REQUEST FOR PETTY CASH FUNDS

DATE:

AMOUNT:

FOR:

CHARGE TO ACCOUNT NUMBER:

APPROVED BY:

RECEIVED BY:

Sample Purchase Request

PURCHASE REQUEST

Staff Member:

Unit Measures

Quantity

Item Requested

Suggested Vendor

Director:

Date Submitted to Accounts Clerk:

To be filled out by Accounts Clerk:

Date Received:

Problems with Order (if any):

	Sample Policies and Procedures Juvenile Detention Facilities	Policy Number 2.3	Pages 1
	Chapter Fiscal Management	Related Standards 1B-19—21	
Subject Juvenile Fund Accounts			

POLICY

Juvenile fund accounts shall be established to discourage theft and the inappropriate use of cash, which could present security and control problems. These accounts shall be controlled and maintained by accepted accounting procedures.

PROCEDURES

Collection

All money in the possession of a juvenile at the time of admission shall be taken by the admitting Supervisor, counted in front of the juvenile, and placed in an envelope that is then sealed, dated, and signed by both the Supervisor and the juvenile. A juvenile fund account sheet shall be filled out at that time and placed in the appropriate file in the administrative office. A note will be made in the appropriate section on the inventory of the juvenile's personal possessions.

All money received either through the mail or during a visit shall be similarly taken by the Accounts Clerk and accounted for on the juvenile's fund account sheet. A receipt will be issued to the depositor for all amounts of cash.

Securing Funds

Juvenile funds shall be given to and maintained by the Accounts Clerk. Funds will be held in a safe that is located in a secure area.

Transactions and Purchases

All juvenile fund account transactions must have the approval of the Administrator for Program Operations and shall be entered on the fund's account sheet.

Closing Accounts

When a juvenile is released from the facility, all money, minus authorized expenditures, shall be returned to him/her. The juvenile shall sign a receipt for the funds received, and the juvenile's fund records will be placed in the permanent case record file.

Monthly Accounting Report

At the beginning of each month, the Administrator for Program Operations shall verify the mathematical accuracy of all entries on the juvenile fund account sheets and issue a statement to each juvenile showing the status of his/her individual account. The Administrator for Program Operations shall prepare a juvenile fund account report that compares the balance with cash on hand. The report shall be submitted to the Director no later than the fifth working day of the month.

	Sample Policies and Procedures Juvenile Detention Facilities	Policy Number 2.4	Pages 1
Chapter Fiscal Management		Related Standards 1B-03, 11—13	
Subject Internal Control and Monitoring of Accounting Procedures			

POLICY

Regulations and practices for internal control and monitoring of accounting procedures are designed to ensure the safekeeping of all facility funds and require ongoing monitoring of fiscal activities by internal and external auditors. Fiscal policies require the following:

- internal control of petty cash, staff bonding, and signature control for checks and vouchers
- quarterly reporting to the parent agency of the facility's fiscal activities
- annual independent audits of fiscal activities conducted

PROCEDURES

Security of Funds

The Director is responsible for the collection, safekeeping, and monitoring of the use of facility funds. Cash and negotiable funds will be stored in a fireproof safe in a secure location. The transfer of all cash and negotiable funds will be safeguarded in the following manner:

- receipts will be issued for all funds received
- receipts and documentation will be required for all facility funds passed from one staff member to another
- funds will be physically transferred to the bank daily

Signature Control of Checks

The Director and his/her designee are the only persons authorized to sign checks.

Accounting Report

A quarterly report of accounting procedures shall be prepared by the Fiscal Officer for submission to the parent agency and shall list receipts, disbursements, and balances for each segment of the facility account and explain any problem areas.

Internal Audits

A review of fiscal activity shall be conducted quarterly and reports prepared by the auditor. A report of findings specifically related to the following shall be forwarded to the Director:

- compliance with parent agency policy for fund control
- compliance with facility policy for fund control
- accuracy of funds compared with records

The Director shall review the report and forward one copy to the parent agency. When appropriate, suggestions for improvement or corrective action shall be given to the Assistant Directors.

External Audits

A review of fiscal activity shall be conducted annually by an independent auditing body. Detailed reports shall be provided to the parent agency and the Director. These audits shall examine the level of compliance with the following:

- standard fiscal procedures
- the parent agency's requirements
- legislative requirements

Audit Schedule

Legislation currently states a preference for external audits to be conducted annually, but not exceeding three-year intervals.

 Sample Policies and Procedures Juvenile Detention Facilities	Policy Number	Pages
	2.5	2
Chapter	Related Standards	
Fiscal Management	1A-28; 1B-14	
Subject		
Inventory Control		

POLICY

Accountability for all facility property and supplies shall be provided through the use of regular inventories. A systematic review of space and equipment requirements shall be made at least annually, with deficiencies and suggested plans submitted to the parent agency.

PROCEDURES

The Assistant Director for Management Services shall be responsible for inventory control.

Inventory

All facility property shall be divided into appropriate categories and inventoried. Storerooms shall be inventoried on the last day of each calendar month. This process shall be simplified by the regular use of bin cards located in close proximity to each stock item. Each card will contain a chronological record of items on hand, received, and issued, and a balance. Typical storeroom items include the following:

- food supplies
- stationery
- cleaning supplies
- clothing
- standard items used by the Building Supervisor, such as plumbing and carpentry supplies and tools

Minor equipment and furnishings with a value of at least \$200 but less than \$1,000 shall be inventoried at least annually. Equipment record cards listing the location of all such property are maintained in the administrative office. Shift Supervisors shall have duplicate records of all property assigned to their sections. Records shall include the following information on such property:

- description
- location
- responsible supervisor
- purchase date and acquisition price
- current value

Equipment with current values of \$1,000 or more shall be inventoried by the Director's office at least annually. Records of this property shall be maintained in the administrative office and contain the same information as that required for minor equipment.

Records shall also be kept on all major equipment that is permanently installed and has a value of \$1,000 or more, including air conditioner compressors, boilers, commercial ovens, and dining room serving tables. Major property shall include buildings, plant facilities, and land. Records and descriptions of this property shall be maintained in the administrative office.

Inventory Assignments

Staff shall compile inventories in accordance with the following schedule:

Items	Responsible Staff Member	Schedule
1. Storeroom Stock	Food Service & Building Supervisors	Monthly
2. Equipment & Furnishings Over \$200	Each Shift Supervisor	Annually
3. Major Fixed Equipment Over \$1,000	Administrator for Management Services	Annually
4. Major Property	Administrator for Management Services	Annually

Inventory Discrepancy

When an inventory discrepancy is noted, a written report shall be completed and forwarded to the Director for review and initiation of appropriate action. This shall include the following information:

- a listing of items not located
- a listing of any item not properly recorded on inventory cards
- any deviation from parent agency or facility policy on inventory control

Property Disposal

When an item is no longer needed in a particular section or is determined to be damaged beyond repair, a written report shall be submitted to the Director for appropriate action.

 Sample Policies and Procedures Juvenile Detention Facilities	Policy Number	Pages
	2.6	1
Chapter	Related Standards	
Fiscal Management	1B-15	
Subject		
Procurement		

POLICY

A procurement process shall be developed for fair and impartial bidder selection. The method shall encourage the participation of qualified competitive bidders who are able to meet the requirements for supplies, equipment, or services.

PROCEDURES

The Purchasing Agent is responsible for securing the best products at the lowest cost. Where practical, competitive bidding shall be used, requiring the facility to submit proposed prices from more than one vendor. Each Administrator may authorize immediate need purchases not to exceed \$150 during the fiscal year without securing competitive prices. A purchase order shall be completed and sent to the Purchasing Agent when an immediate need purchase is indicated.

Initiating Bids

The Purchasing Agent shall be responsible for posting public notice inviting bids and providing prospective bidders with copies of the plans and specifications. To facilitate competitive bidding among responsible bidders, the Purchasing Agent may require a refundable certified check or bid bond with each bid.

Any prospective bidder who believes any part of the plans, specifications, or invitations to bid are unclear or are in need of modification shall call such problems to the attention of the Purchasing Agent, who will initiate appropriate action. The complaining bidder, if dissatisfied with the Purchasing Agent's recommendation, shall have the right to communicate a written objection directly to the Director prior to the opening of bids.

The Purchasing Agent shall return all bid deposits, certified checks, specifications, and plans to the unsuccessful bidders within five working days after a contract is awarded.

Opening of Bids

All bids for contracts shall be opened by the Purchasing Agent and the Director during a duly called meeting, and all bidders shall have the right to examine the bids. At the opening of bids, the Purchasing Agent shall note for the record any objections, criticism, or challenges made, and the Director shall review them prior to the award of a contract.

Award of Contracts

The Purchasing Agent shall award the contract as soon as practical but within thirty days after the opening of bids. Award will be made to the lowest responsible, qualified bidder. This requirement, however, may be waived after submission of a statement to the Director and parent agency indicating the reasons for objection to the lowest bidder. Contract awards shall be publicly posted.

	Sample Policies and Procedures Juvenile Detention Facilities	Policy Number 2.7	Pages 1
	Chapter Fiscal Management	Related Standards 1B-16	
Subject Position Controls			

POLICY

The Director shall have the responsibility for assessing currently assigned positions and determining projected staff needs to meet facility goals and objectives. Responsibilities also include effective and efficient use of contract personnel.

PROCEDURES

Coordination of Staff and Fiscal Records

The Director shall monitor the coordination between the staff record section and the payroll function. At the end of each month, the Office Manager shall submit to the Director a complete list of staff records to be compared with the payroll. This list shall include the following information:

- the total number and type of filled positions
- the total number of vacancies
- the total number of authorized positions

Reconciliation

The Director shall compare the actual payroll records with the list provided by the Office Manager. This comparison shall ensure that all positions are authorized officially; attendance, payroll, and personnel records match; and there are funds available to meet the payroll costs.

Purchase of Services

Some services are not available in the facility and should be contracted from appropriate community sources. Non-profit or governmental organizations shall be given first consideration in procurement of such services, which may include the following:

- medical care
- religious services
- educational programs
- food service
- facility maintenance

 Sample Policies and Procedures Juvenile Detention Facilities	Policy Number	Pages
	2.8	1
Chapter	Related Standards	
Fiscal Management	1B-17	
Subject		
Insurance Coverage		

POLICY

Staff members shall be covered by insurance at all times while on duty. Many state or county laws provide for self-insurance coverage for all staff, including workers' compensation, unemployment compensation, employee civil liability, liability for accidents involving official vehicles, and public employee blanket bond.

PROCEDURES

Accident Reporting

All accidents shall be reported in writing to the Shift Supervisor within one day of occurrence. Any claim, notice, summons, or complaint shall be forwarded to the Director and apply to all real, imagined, or alleged injuries or damages.

All reports of injuries, damages, or loss shall contain the following information:

- time and date of loss or injury
- place of loss or injury and name(s) and address(es) of the person(s) involved
- description of how loss or injury occurred
- description of property loss or damage
- description of activities at the time of the loss or injury

Workers' Compensation

Benefits are available to staff injured in the course of duty. Information shall be available in the Administrative Office.

 Sample Policies and Procedures Juvenile Detention Facilities	Policy Number	Pages
	2.9	1
Chapter	Related Standards	
Fiscal Management	1B-18	
Subject		
Juvenile Commissary Accounts and Audits		

POLICY

Controls shall be maintained over commissary operations. Regular accounting procedures are to be followed.

PROCEDURES

Commissary Transactions

A debit entry is made at the time of purchase, with the juvenile initialing the debit entry in lieu of a receipt. An entry is made on an adding machine tape for each transaction. The transactions are subtotaled for each customer and totaled for each day's sales. At the close of each day's operation, the Supervisor reconciles the sum of debits against the adding machine tape. The adding machine tape shall be placed in a safe until the next business day. The Supervisor shall enter total sales in a ledger, and the adding machine tape shall be retained. At the end of the week, a check issued against each juvenile's account is deposited to reimburse the commissary account for sales.

Purchase from Community Stores

In some facilities commissary items are purchased in the community and brought back to the facility. An order form listing available items and approximate prices is provided for each juvenile on a specific date at least three days prior to delivery of commissary items. The order is checked against each juvenile's account by the Account Clerk to verify funds and approval. The approved order is filled in a community store and bagged individually. The order is delivered to the juvenile, who then signs the order form as a receipt.

Transactions with Vendors

Each week the Supervisor checks commissary stock and determines order quantities for items in low supply. Vendors are selected on the basis of price and reliability. At least once each quarter, price quotations are solicited from competing vendors to take advantage of favorable price changes.

The Supervisor shall complete order forms supplied by vendors listing items, quantities, unit prices, total prices, and discounts. When deliveries are made, the Supervisor will check the goods against the packing list and sign for the delivery. Deliveries from vendors shall be placed in the commissary but kept separate from inventory. The Supervisor shall again check the order against the packing list before the goods are added to inventory. Shortages are reported to the vendor for corrective action.

Invoices shall be forwarded to the Accounts Clerk. Checks for each vendor are issued from the commissary account.

Monthly Bank Statement

The current monthly bank statement for the commissary checking account is reconciled against the commissary ledger by the Accounts Clerk.

Commissary Audits

Internal audits shall be conducted quarterly by the Accounts Clerk.

CHAPTER 3 PERSONNEL

COMMENTARY

This chapter encompasses American Correctional Association Standards 3-JDF-1A-15, 33; 1C-01—22.

Statutes and regulations related to personnel administration vary widely from one jurisdiction to another. These guidelines are published with the expectation that, while being used in conjunction with an extensive personnel manual, judicious use will require revision to conform with local conditions.

 Sample Policies and Procedures Juvenile Detention Facilities	Policy Number	Pages
	3.1	3
Chapter	Related Standards	
Personnel	1A-15; 1C-06—09, 12—15, 22	
Subject		
Personnel Selection, Retention, and Promotion		

POLICY

The facility administration shall provide employment opportunities to the widest possible range of candidates and shall select from that group the best qualified persons to meet program needs. Selection, retention, and promotion shall be based on merit, applicable statutes, and personnel policy as set forth in directives from the parent agency. Consultants, volunteers, and contract personnel who work with juveniles shall agree to comply with written policies of the facility, especially those on confidentiality of information.

PROCEDURES

Personnel Management Principles

The following are essential components of personnel management:

- determining and developing an effective organizational system
- recruiting, promoting, and retaining on the basis of merit and specified qualifications the best possible candidates to carry out the facility's policies
- assuring equal opportunities for all candidates as well as for existing staff
- ensuring that proper counseling toward better job performance and career achievement is available to all staff
- ensuring that career goals are available to all staff and that appropriate training is provided to each staff member
- providing internal promotion opportunities for staff whenever possible, balanced with the need for experienced personnel
- developing a personnel management philosophy that encourages a decentralized personnel operation
- aggressively pursuing an affirmative action program that recruits personnel who might not otherwise seek employment with the facility
- maximizing job satisfaction and involvement on the part of each staff member by encouraging individual decision making and involvement in establishing policies

Employment Prospecting

The Personnel Manager shall be responsible for the following:

- taking job applications and maintaining files for each job description
- contacting those people listed as interested in employment
- notifying prospective employees by phone or mail of interviews

Educational Requirements

Within the parameters of existing statutes, requirements for education and experience for each position shall be described. Experience directly related to the position may be substituted for educational requirements; likewise, education may be substituted for experience.

Staff Selection and Promotion

Initial selection and promotion shall be made based on experience, education, physical condition, training, and performance. Employment and promotion requirements shall be evaluated by written tests, oral interviews, and background investigation verification, or a combination of the three. Staff members must be able to demonstrate that they have the skills required to perform specific job-related tasks.

Lateral entry into the facility shall be permissible at all levels. The Director shall give personnel within the facility the first opportunity for advancement, but no section shall initiate or allow any practice that restricts selection or promotion of qualified personnel from outside the section.

All professional specialists, such as social workers, medical and dental staff, theologians, etc., must be qualified according to standards independently established according to their respective fields.

Staff shall be subject to reassignment. Such changes will be made with due consideration of the needs of both the staff member and the parent agency, as well as those of the facility.

The Director will be hired by the parent agency, who shall have, in writing, the education and experience requirements for the chief administrator of the facility.

Interview Committee

Supervisors may request an interview committee to assist them with the procedures for hiring, promotion, and termination. The Interview Committee will consist of the following personnel:

- supervisor of the area where the vacant position is located
- senior staff from the same area
- one other administrative staff member (on a rotating basis)

The Interview Committee will submit a recommendation to the responsible Supervisor. Final authorization, if necessary, will be the responsibility of the Director.

Physical Examinations

To ensure that candidates can accomplish the required duties of the position, physical examinations shall be conducted prior to employment. The findings and recommendations of the examining physician will be forwarded to the Personnel Officer. Annual physical examinations, including a tuberculosis test, are required of all staff to ensure their continuing ability to function effectively. Any staff member determined by the responsible medical authority to be unfit for duty is to be removed from duty or reassigned according to appropriate laws and regulations.

Drug-free Workplace

In order to safely and efficiently carry out its safety and juvenile programming mission, the facility shall maintain a workforce that is free from drug and other substance abuse.

Drug Prohibition

The facility shall operate a drug-free workplace and employees are expected to remain free from the influence of illegal drugs and excessive alcohol intake. Abstinence from illegal drug use or excessive use of alcohol is a critical requirement of employment.

- the Administrator for Program Operations is responsible for the operation of the drug-free program
- employees are prohibited from using or distributing drugs, alcohol, or other controlled substances while on parent agency property, or while performing duties on behalf of the facility
- drugs may be handled in the course of official duties relating to the search of juveniles, visitors, and the facility, and will be controlled and disposed of according to established contraband procedures

Medications

- employees taking prescribed medication that could interfere with proper performance of their duties will notify their supervisor
- the Director reserves the right to require a written physician's statement verifying the effect of the medication on the employee's ability to perform assigned duties
- medications that are the property of staff and have been approved for use on facility premises will not be stored in any area accessible to juveniles

Testing and Treatment

As a result of probable cause or behavioral observations, employees may be required to submit to drug or alcohol testing as part of the drug-free workplace policy.

- employees who are found to be substance-dependent through this and other nonvoluntary means may be terminated
- employees who identify themselves to supervisory staff as substance-dependent will be placed on leave and referred for counseling and treatment. Resumption of duty will be contingent on successful completion of a course of treatment and may entail a regular drug-testing regime for a period of one year after resumption of duties

Notification

Employees will be notified of the provisions of this policy upon employment with the facility, and will sign a receipt indicating they have been provided with a written explanation of the expectations the facility has in this regard.

Annual Review

The Director shall review this policy at least annually and update as necessary.

Confidentiality Requirement

All employees, consultants, and contract personnel who work with juveniles shall be provided with the facility's policies and procedures on confidentiality of information and shall agree to abide by them in writing.

Appeals

Any current or potential staff member who believes he/she is unfairly treated may submit a written request for review to the Director. If dissatisfied with the response, the complainant may appeal further to the parent agency for final decision. Responses to such requests shall be prompt and in keeping with grievance procedures.

Review

The parent agency's Personnel Officer shall provide the Director with a comprehensive personnel policy report at the end of each fiscal year. The Director shall review this report and evaluate progress as it relates to the overall parent agency and facility program goals.

Reports of progress and/or major deficiencies in the personnel program reviews shall be discussed with representatives of the parent agency.

Provisional Appointments

Unusual and/or emergency situations sometimes require employment of temporary or part-time staff. The parent agency's personnel office shall develop rules to govern provisional appointments within the following framework:

- selection of provisional staff is restricted to persons possessing at least minimum qualifications for the position
- provisional staff shall be provided with training, salary, leave accrual, days off, and other staff benefits enjoyed by regular full-time staff in the appropriate job category. Such benefits shall be prorated for the provisional part-time staff. Benefits may never exceed those for full-time workers.
- a provisional appointment may not exceed one year in duration and may be extended only by the Director with written approval from the parent agency. A provisional appointment may never exceed two years.

Staff Hiring

The Director is authorized to hire candidates for nonsupervisory positions, with subsequent notice to the parent agency. The Director may submit recommendations for positions on the supervisory level and administrative level; approval of the parent agency is required.

 Sample Policies and Procedures Juvenile Detention Facilities	Policy Number	Pages
	3.2	1
Chapter	Related Standards	
Personnel	1C-05	
Subject		
Affirmative Action		

POLICY

The facility administration shall establish an affirmative action plan that offers equal opportunities to all persons in all phases of employment.

PROCEDURES

Gender

The nature of some program operations dictates that some gender-sensitive job assignments be made and that some positions be restricted by gender. These assignments and restrictions shall be fully reviewed to assure that they comply with the bona fide occupational qualification exceptions recognized in Title VII of the Civil Rights Act.

Affirmative Action Committee Membership

Committee members and coordinators shall be selected by the administrative staff and approved by the Director. Selection shall be based on a staff member's demonstrated ability to effectively present the objectives and procedures of affirmative action.

Duties of the Committee

The Committee shall be responsible for performing the following duties:

- meeting at least quarterly
- requesting corrective action for any situations or conditions that deter equal opportunity recruitment, retention, or promotion
- developing practices designed to attract qualified women and minorities for recruitment and employment
- examining and evaluating facility progress in affirmative action and preparing a quarterly report for the Director; the report shall address the percentages of women and minority staff members by category, progress of stated goals, and major accomplishments and problem areas

Review Procedures

The Director shall review the minutes and reports of the quarterly committee meetings. These documents shall be forwarded to the parent agency, along with comments and suggestions for implementing proposed actions.

Discrimination Charges

Discrimination charges and their resolution, whether filed internally or with external civil rights agencies, are reviewed to ensure that policies that have been unintentionally discriminatory are revised.

 Sample Policies and Procedures Juvenile Detention Facilities	Policy Number	Pages
	3.3	2
Chapter	Related Standards	
Personnel	1C-10, 11, 16	
Subject	Performance Evaluation of Probationary Staff and Annual Performance Ratings for All Staff	

POLICY

Performance evaluations against expected standards for each assigned position will be done on a regular basis.

PROCEDURES

Probationary Period

The probationary period of not less than six months or more than one year extends the assessment and selection process by allowing the staff member to demonstrate his/her capability to perform the duties and responsibilities of the position. During this time, probationary staff shall receive an intensive program of job direction and skills training that will enable them to perform effectively.

Performance Standards

Each probationary staff member shall receive a job description in writing. Standards of performance shall be explained during the orientation period.

Performance Rating

Each probationary staff member shall receive a periodic administrative rating from his/her Supervisor to assess integrity, aptitude, work habits, cooperation, and conduct. The completed rating must be filed in the staff member's official personnel folder and retained for two years. The staff member shall be allowed to review the rating within thirty calendar days following completion of the rating period. Careworker staff subject to frequent job and/or Supervisor changes may be rated on a simplified monthly form.

Probationary Evaluations

The Supervisor must submit an evaluative statement no later than the end of the last month of the probationary period. This signed statement certifies whether or not the staff member's performance, conduct, and general character traits have been satisfactory. A recommendation regarding whether or not the staff member should be retained beyond the probationary period shall be included in the statement. The staff member shall read and initial all ratings of past and present performance.

Evaluations should be prepared by the supervisor and given to the staff member for review. Evaluations are to be discussed in private with the staff member to provide full explanations about the ratings before they are signed by the supervisor and staff member. All evaluations are to be forwarded to the Director for final review and approval and then sent to the parent agency.

Probationary Rights

Failure to meet reasonable standards of performance and satisfactorily complete training shall be the basis for disqualifying staff during the probationary period. Probationary staff do not have the right to appeal evaluations.

Performance Appraisals

Performance appraisals shall be implemented by the Director to encourage each staff member to evaluate his/her own work habits. Annual appraisals shall be required for all nonprobationary staff. This system shall provide for the following:

- establishing performance standards that objectively and accurately evaluate job performance
- communicating to each staff member both the performance standards and the critical elements of his/her position
- evaluating staff performance during the appraisal period
- recognizing and rewarding staff members whose performance warrants it
- assisting in improving unacceptable performance

- reassigning, reducing in grade, or removing any staff member who continues to perform on an unacceptable level, but only after he/she is given an opportunity to demonstrate acceptable performance

Critical and Noncritical Job Elements

Critical and noncritical elements are the specific projects or tasks that define a job. These elements and corresponding performance standards shall be communicated in writing to each staff member at the beginning of the rating period. The individual performance standards and appraisals must evaluate improvements in efficiency, productivity, quality of work or service, and timeliness of performance.

Service Ratings

Service ratings for permanent staff provide both an evaluation of work performance and a review of work-related goals. An annual service rating must be completed by the Supervisor for all permanent staff on the anniversary date of their employment. The service rating can also be done on a monthly or more frequent basis as a counseling device to improve work performance.

After completion of the service rating, the supervisor shall arrange a private interview with the staff member being evaluated. The interview should involve a review of the prior service rating as a comparison to the service rating that has just been completed. The staff member's strengths and weaknesses should be discussed, and he/she should be encouraged to express opinions.

After review and discussion of the service rating, the staff member will be given an opportunity to make written comments before signing the rating form. The employee signature does not imply agreement, only that the conference was conducted and the staff member read the service rating. If the employee refuses to sign, the Supervisor should note this fact and add any pertinent comment. The original must be forwarded to the Director or Personnel Manager Supervisor. A copy is given to the staff member, and another is placed in his/her personnel file.

A service rating must be completed by the Supervisor as a final record of performance on any staff member whose employment is terminated due to resignation, retirement, suspension, dismissal, military leave, or transfer from the facility.

Service Rating Description

The service rating covers five elements, with scores ranging from one to ten points for each element. The total service rating score is achieved by taking the average of the points for each of the five elements. Points should be given according to the following guidelines:

- a rating of nine or ten indicates excellent job performance. To achieve these points, the individual must have performed all assigned tasks in a superior or outstanding manner. A brief narrative of how the individual performed should be provided when these points are earned.
- a rating of seven or eight indicates very good performance. The individual must have exceeded the requirements of satisfactory job performance.
- a rating of five or six indicates satisfactory job performance. The individual must meet the full job requirements as defined by the Supervisor. In instances where the supervisor has not established clear job requirements, a rating of at least five is appropriate.
- a rating of three or four indicates fair performance. The individual must have failed to meet specific job performance requirements. A brief narrative should be provided, detailing job requirements not met and suggestions for improvement.
- a rating of one or two indicates unsatisfactory job performance. Release from employment is justified. A narrative is required specifying the performance deficiencies of the individual. If the individual is to be retained, he/she must have specific retraining.

Termination of Employment

After completion of the probationary period, termination or demotion is permitted only for good cause and subsequent to a formal hearing on specific charges. The hearing is conducted by a career service organization, if requested.

The Director, after clarifying the situation and receiving the approval of the parent agency, may discharge any staff member whose behavior is contrary to the policies of the facility. The Director and Supervisor will discuss the matter with the staff member before taking action. The Supervisor will give two weeks written notice to a staff member who is being terminated for other than disciplinary reasons. If a staff member chooses to end his/her employment with the facility, a minimum of two weeks notice, in writing, must be given.

Exit Interview

An exit interview will be conducted by the Director on termination of any staff member. This interview will become a permanent part of the staff member's personnel record.

 Sample Policies and Procedures Juvenile Detention Facilities	Policy Number	Pages
	3.4	1
Chapter	Related Standards	
Personnel	1C-17, 18	
Subject		
Staff Pay Comparability and Expense Reimbursement		

POLICY

The parent agency shall provide salary levels and benefits that are competitive with other parts of the juvenile justice system, as well as with comparable occupational groups in the private sector. Staff shall be reimbursed for legitimate expenses incurred in the conduct of official business.

PROCEDURES

Competitive Pay

The Director of each facility shall submit an annual report to the parent agency that includes a list of the pay scale for comparable staff in the area and covers the following elements:

- actual salary
- fringe benefits, including medical care, insurance benefits, leave allowance, pension plans, and other programs
- consideration of commuting distances, job stress, assignment hours, requirements for standby, and hazardous conditions

Expense Reimbursements

The Accounts Clerk shall reimburse staff for all approved expenses under the following specific conditions:

- staff expenditure is authorized in advance by the Supervisor and approved in writing by the Director
- reimbursement does not exceed actual expenses incurred
- reimbursement does not exceed the maximums allowed by state or county legislation or policy
- requests for reimbursement are accompanied by proper documentation and approved by the Director

Personal Mileage Reimbursement Policy

Staff shall be reimbursed for use of their own vehicle for work-related business only when authorized and properly documented on the appropriate travel expense report. All claims for travel expenses shall include the following information:

- date of travel
- departure and destination sites (and any points in between)
- odometer readings from start and end of trip
- total number of miles
- vehicle used
- license number of vehicle
- signature of owner of vehicle
- initials of Supervisor

All travel must be by the most direct route. Mileage must be consistent when more than one trip is made to the same destination. If travel by the most direct route cannot be taken due to a detour or road hazard, this must be noted on the travel expense report.

When travel is out of the jurisdiction, receipts for tolls and lodging must to be attached to the report. Meals are paid on a per diem basis. Any other expenses not listed must have receipts and be approved by the Director before payment.

Two copies of the completed travel expense report are to be reviewed and initialed by the immediate Supervisor and then sent to the Administrative Office for processing.

 Sample Policies and Procedures Juvenile Detention Facilities	Policy Number	Pages
	3.5	3
Chapter	Related Standards	
Personnel	1C-01	
Subject		
Staff/Supervisor Relations and Grievances		

POLICY

The facility administration strongly encourages relationships between Supervisors and staff that are mutually respectful. When differences occur, resolution should be as informal as possible. If differences cannot be resolved informally, the grievance shall be concluded at the earliest possible step of the procedures outlined in this manual. Staff on permanent status shall be terminated only for just cause and, if requested, only after completion of grievances and appeals procedures, including an open and formal hearing on specific charges.

PROCEDURES

Staff/Supervisor Relations Committee

A relations committee established by the Director of each facility shall be composed of the following members:

- administrators serving as chairpersons
- one supervisory person from each section
- one nonsupervisory person from each section

Meetings

Committee meetings shall be held as needed. Staff concerns about any of the following conditions shall be discussed:

- proposals for program changes
- safety practices
- training plans
- pending legislative actions
- anticipated changes in facility operations
- policy and procedure changes as required by law or other jurisdictional authority

The preparation and distribution of the agenda and minutes of the meeting shall be required. The chairpersons shall examine the minutes of each meeting, evaluate the concerns expressed, and, if necessary, take corrective action. Such actions may include requiring additional information from appropriate Supervisors or appointing a group to evaluate a situation and prepare recommendations for corrective action.

Program Involvement

Staff/supervisor relationships benefit from staff involvement in facility program planning. To encourage and enhance involvement, staff can participate in the following:

- monthly section staff meetings
- specialized training program meetings
- quarterly administrative meetings conducted by the Director
- section program planning
- regular review of emergency program plans

Discussion

Staff are encouraged to discuss work-related problems informally with their Supervisors before they use the formal grievance procedure or speak with the Director. Both staff and supervisors should attempt to resolve grievances on the immediate level to provide the quickest solution and maintain the best possible relationship. If a satisfactory solution is not reached in an informal manner, then the grievance procedure can be used.

Grievance Procedures

These procedures shall provide a just and equitable method for the administrative resolution of discrimination complaints and/or grievances. These procedures shall apply to any staff member who believes he/she has experienced unfair treatment in any area subject to parent agency control.

Staff Rights and Restrictions

Each staff member shall have the right, at his/her own expense, to enlist the assistance of an advocate at any level of the grievance or discrimination complaint procedure. The staff member will be allowed a reasonable period of time, during work hours, to prepare his/her case. No staff member shall suffer harassment or any other form of retaliation as a result of exercising the right to appeal contained in the grievance procedure. The facility must supply the staff member with any nonconfidential information necessary for processing the grievance procedure, e.g., written forms or personnel policies. A staff member selected as a representative or a witness in a grievance-related act is required to give his/her immediate Supervisor reasonable advance notice so that his/her absence will not unduly interfere with facility operations.

Issues Not Subject to Grievance

The following issues are not subject to grievance procedures under this policy:

- matters subject to final action outside the parent agency, such as legislative acts or regulations promulgated by other agencies
- content of legislation or policies promulgated by the parent agency
- selection or nonselection for promotion made from a group of properly ranked and certified candidates
- action terminating a temporary promotion
- decisions not to adopt a suggestion or bestow a performance award or other honorary or discretionary award
- a preliminary warning or proposed notice of adverse action against a staff member
- termination of the services of a probationary staff member
- fitness-for-duty examinations
- health benefits decisions
- violation of military restoration rights
- salary retention decisions
- violation of re-employment rights

Implementation of Grievance Actions

A staff member must present any grievance within fifteen calendar days after the alleged incident. A grievance may be rejected for any of the following reasons:

- the staff member fails to complete the informal procedures outlined in this document
- the grievance is not filed in a timely manner
- the grievance relates to a matter beyond parent agency control
- the requested relief is not personal to the grievant

Notification of grievances rejected shall be provided in writing by the parent agency, indicating the reason for rejection and advisement of an appeal procedure.

Informal Grievance Procedures

A staff member must complete an informal procedure before a grievance will be accepted under the formal procedures. A grievance over a disciplinary action, however, may be initiated at a higher level if the Supervisor does not have the authority to grant the relief sought. In all other cases, the following two steps are required:

- the staff member alleging a grievance must present the matter orally to his/her immediate Supervisor, either alone or accompanied by a representative. The immediate Supervisor shall consider all available facts and notify the staff member of the decision as soon as possible but not later than five calendar days following the date of the grievance presentation.
- if dissatisfied with the decision of the Supervisor, the staff member and/or designated representative may present the grievance to the next higher supervisory official within five calendar days following the initial resolution attempt.

Formal Procedure

If the grievance is not satisfactorily resolved through informal procedure, the staff member or representative may present a written grievance to the Director within five calendar days following the final information decision. This written grievance shall contain at a minimum the identity of the aggrieved staff member, the specific nature of the grievance, the corrective action sought, and the signature of the staff member and/or representative. The Director shall review the grievance and give the staff member a decision in writing.

If still dissatisfied, the staff member may make a written request within five calendar days that the matter be referred to a grievance examiner. The Director shall contact the parent agency within five calendar days to arrange for an examination. The authority having jurisdiction will appoint a disinterested third party to act as examiner. His/her inquiry shall be conducted according to the regulations of the parent agency and will begin as soon as possible after appointment. The examiner shall forward the findings and recommendations to the Director no later than 30 calendar days after completion of the inquiry.

The Director shall then give full consideration to the entire grievance file, including the examiner's findings and recommendations, and make a final decision within five calendar days of receipt. Two exceptions to this process are: If the legality of the examiner's decision is questioned, the decision may be forwarded to the parent agency's legal counsel, who will render a binding legal opinion; and if the examiner's recommendations are unacceptable, the grievance, along with a statement about why the findings are unacceptable, shall be forwarded to a ruling official on the next highest level within five calendar days of receipt of the examiner's findings. The affected staff member shall be given a copy of this statement.

The ruling official on the next highest level shall review the file, including the examiner's recommendations, and submit a written decision within ten calendar days of receipt. No further right of appeal will be accepted.

 Sample Policies and Procedures Juvenile Detention Facilities	Policy Number	Pages
	3.6	2
Chapter	Related Standards	
Personnel	1A-33; 1C-01—03	
Subject		
Establishment and Review of the Personnel Manual		

POLICY

The facility administration shall maintain a manual that covers all parent agency and facility policies and procedures about personnel matters.

PROCEDURES

Format of the Manual

The Personnel Manual shall be organized into related chapters. The language used shall be in layman's terms without technical jargon or references not known by the reader.

Content of the Manual

The content of the manual shall include but not be limited to the following:

- recruitment policies and procedures
- organization of the facility
- job qualifications and descriptions for all employment categories
- directions for acquiring information about additional job specialties
- equal opportunity information
- salaries for representative job categories
- staff benefits
- holidays
- leave and work hours
- personnel records
- performance evaluations
- training requirements
- promotions
- retirement benefits
- resignation, suspension, and discharge policies
- staff/supervisor relations
- physical fitness policy
- disciplinary, grievance, and appeal procedures
- political activity policy covering campaigning, lobbying, and political practices
- insurance
- professional liability
- position responsibilities

Availability of the Manual

The Personnel Manual shall be made available to all staff members. Complete copies of the manual shall be kept in the administrative offices of the facility and in the staff library, and be available for public review.

Training

The contents of the Personnel Manual shall become an integral part of the staff orientation program. All new staff shall be provided with a summary of the Personnel Manual. This summary shall include the major elements of personnel policies that most directly affect staff programming.

Personnel Manual Review

The manual, along with all personnel policies and practices, shall be reviewed annually by the Director. A written report shall be forwarded to the parent agency containing comments about existing policies and any recommendations for revision, addition, or deletion.

 Sample Policies and Procedures Juvenile Detention Facilities	Policy Number	Pages
	3.7	1
Chapter	Related Standards	
Personnel	1C-21	
Subject		
Code of Ethics		

POLICY

The facility requires the highest possible level of conduct from all staff, protects the integrity of the parent agency, and facilitates the recruitment and retention of staff of the highest caliber.

PROCEDURES

Specific training procedures to assist staff in fulfillment of the above requirements are detailed in Chapters 3.3 and 4.1 of this manual. Each staff member will receive a copy of the Code of Ethics during orientation training. Staff will be instructed during orientation and through ongoing training as to what constitutes compliance with or violation of the Code of Ethics. A violation of the Code of Ethics is basis for disciplinary action.

Relationships with Juveniles, Colleagues, Other Professionals, and the Public

Staff will respect and protect the civil and legal rights of all juveniles. Staff will serve each case with appropriate concern for the juvenile's welfare and with no purpose of personal gain.

Relationships with colleagues will promote mutual respect within the profession and improve the quality of service. Statements critical of colleagues or their agencies will be made only if they are verifiable and constructive in purpose. Staff will respect the importance of all elements of the criminal justice system and cultivate a professional cooperation with each segment.

Subject to juveniles' rights of privacy, staff will respect the public's right to know and will share information with the public with openness and candor. Staff will respect and protect the right of the public to be safeguarded from criminal activity.

Professional Conduct and Practices

No staff member will use his/her official position to secure special privileges or advantages or to promote any partisan political purposes. No staff member, while acting in an official capacity, will allow personal interest to impair objectivity in the performance of duty. No staff member will accept any gift or favor that would imply an obligation that is inconsistent with the free and objective exercise of professional responsibilities.

In any public statement, staff will clearly distinguish between personal views and statements and positions of the agency. Staff will be diligent in their responsibility to record and make available for review any and all case information that could contribute to sound decisions affecting a juvenile or the public safety. Staff will maintain the integrity of private information; they will neither seek personal data beyond that needed to perform their responsibilities nor reveal case information to anyone not having proper professional use for such.

Staff will report without reservation any corrupt or unethical behavior that could affect either a juvenile or the integrity of the organization. Staff will not discriminate against any juvenile, employee, or prospective employee on the basis of race, gender, creed, or national origin. Any staff member who is responsible for agency personnel actions will make all appointments, promotions, and dismissals only on the basis of merit and not in furtherance of partisan political interests.

 Sample Policies and Procedures Juvenile Detention Facilities	Policy Number	Pages
	3.8	1
Chapter	Related Standards	
Personnel	1C-04	
Subject		
Regular Review of Staffing Requirements		

POLICY

Each Supervisor shall regularly evaluate and review staffing assignments to meet existing and changing program requirements.

PROCEDURES

Statistics

The parent agency's personnel office shall provide the Director and Administrators with accurate statistics about facility staffing. Prior to each quarterly budget and planning meeting, the Office Manager shall distribute a current listing citing the following:

- total number of staff in each section
- total vacancies in each section
- vacancies anticipated
- new staff expected
- total vacancies in the facility
- total number of authorized positions

Evaluation of Operations

Supervisors shall evaluate section operations and propose operational improvements within allotted resources. Supervisors shall provide realistic coverage for all essential posts and additional coverage required for training, days off, annual and sick leaves, and other authorized and unauthorized absences.

Supervisors shall be prepared to present the Director with a written or oral report of staffing requirements at each budget and planning committee meeting.

Staffing Evaluation

The Director shall regularly evaluate the facility's staffing needs to ensure the best use of human resources. The evaluation process shall include consideration of legal requirements, existing needs, and staff suggestions and recommendations, as well as current and projected plans and goals for the facility. The appropriate staff/juvenile ratio shall be maintained at all times.

Seniority

Seniority is defined as the length of continuous service one has with the facility as a permanent staff member. A seniority date is established only when a staff member achieves regular status. Staff on probation, students, emergency hires, and seasonal hires do not establish a seniority date for the purpose of shift selection. Seniority shall not govern the number of shifts a staff member is entitled to work. Such determination is within the Supervisor's discretion. A staff member loses seniority when he/she resigns or is discharged for just cause.

Status of Personnel Program

The Director shall report the status of the personnel program in regular reports to the parent agency. These reports may be by separate correspondence or included in the Director's regular narrative reports to the parent agency. The report shall include at a minimum statistics on the following: the total number of authorized staff, the total number of staff on duty, vacancies by category, affirmative action data, unusual vacancies, and staff/supervisory relations.

 Sample Policies and Procedures Juvenile Detention Facilities	Policy Number	Pages
	3.9	2
Chapter	Related Standards	
Personnel	1C-19, 20	
Subject		
Personnel Records		

POLICY

The Administrators shall maintain adequate personnel records for each staff member, ensure the confidentiality of those records, and provide staff access to them. Staff members shall have the right to challenge information in their personnel files.

PROCEDURES

Official Personnel File

The Office Manager is directed to establish a permanent, separate, and confidential record for each facility staff member. The record shall be divided into recruitment, performance, awards and adverse actions, current assignment, and education/training sections. Each section shall contain at a minimum the following information:

- recruitment information, including application for employment; summary of verification of applicant's background (training, education, employment history, and salary records); references; and medical evaluation
- performance information, including current position description; current and previous completed performance ratings; correspondence and/or notations related to performance; and reason for termination or discharge
- awards and adverse actions information, including copies of all awards and commendations for meritorious performance; notations of any awards for special suggestions for facility or programmatic improvements; copies of awards received for special community services; complete record of all adverse actions finding the staff member's performance illegal or substandard

Provisions shall be made to remove adverse actions (e.g., letters of reprimand or written warnings) from the personnel file after two years, given that no recurrent actions on the part of the staff member have occurred.

Current Assignment

Current assignment material should be accurate and organized to allow easy access. Each file must include at a minimum the following information:

- name
- social security number
- current position title
- current salary and grade
- date appointed and type of position
- location of position, e.g., city, county, state
- facility
- receipt signatures for all mandatory acknowledgements (e.g., Code of Ethics, Affirmative Action Agreement, Oath of Office, Grievance policy, or other documents for which staff member receipts are required by the parent agency and/or facility)

Education and Training

The following information shall be included in the education and training file:

- a complete record of verified educational achievements
- a summary and/or copies of certificates for all specialized education
- a summary of current achievements toward mandatory training required by the parent agency and facility

Supplement to Supervisory Evaluations

If a staff member is not satisfied that supervisory evaluations accurately reflect either the fact or the totality of the events being described, he/she has the right to supplement the personnel record with documentation designed to correct the perceived discrepancy.

Personnel Record Security

All records shall be maintained in a physically secure area, with locking devices to prevent unauthorized entry. The records should be stored in fire-resistant cabinets.

Confidentiality of Information

All information in a staff personnel file is considered confidential and may be released only with written consent of the staff member. Any staff member or official who discloses information of a confidential nature obtained from a personnel file may be guilty of illegal conduct or conduct in conflict with parent agency and/or facility regulations. This restriction does not include review of the material by personnel so authorized in writing by the Director or parent agency. Such authorizations for review are usually limited to administrative office employees, supervisory staff, and parent agency officials whose duties require an understanding of the background and qualifications of the staff.

Review and Challenge by Staff

Staff are encouraged to review the contents of their personnel files periodically to ensure that the information is accurate and complete. Reviews should be conducted under visual observation of a staff member of the administrative office. The review may reveal the need for the addition of updated information.

A staff member may challenge any incorrect or misleading material he/she finds in a review of the personnel file. A written statement describing the information to be challenged and the reason why the information is believed to be incorrect is required. This statement is presented to the staff member's immediate supervisor. The Supervisor will examine the evidence and prepare a written recommendation of action for the Director.

The Director shall review the controversial material and any information presented by the staff member and his/her supervisor. The Director shall render a written decision to the staff member within 30 days of receipt of the initial presentation by the Supervisor. The Director may decide on one of the following courses of action:

- to allow the information to remain in the file
- to allow portions of the information to remain in the file
- to remove the information and all references to it from the file

Appeal of Decision

If dissatisfied with the decision as rendered, the staff member may submit the material and all relevant information to the parent agency for review. The parent agency shall respond in writing within 30 days of receipt of the appeal. The parent agency may take one of the following courses of action:

- allow the Director's decision to stand
- modify the decision
- reverse the decision

Retaining Records

After an employee leaves the facility, his/her personnel file shall be retained for at least five years. After the five-year period, the complete file should be replaced by an individual file card on the employee, indicating period of employment, reason for termination, and performance during employment.

CHAPTER 4

TRAINING AND STAFF DEVELOPMENT

COMMENTARY

This chapter encompasses American Correctional Association Standards 3-JDF-1D-01—14.

Initial as well as ongoing training of all staff is necessary to create a common understanding of facility objectives and policies. Each facility must determine the resources and degree of training available within its budget constraints.

 Sample Policies and Procedures Juvenile Detention Facilities	Policy Number	Pages
	4.1	3
Chapter	Related Standards	
Training and Staff Development	1D-01—14	
Subject		
Training and Training Criteria		

POLICY

Training programs for all staff shall be planned, coordinated, and implemented by a supervisory level employee who has received specialized training for the position. This individual ensures that all training programs are presented by persons who are qualified in the areas in which they are conducting training. Training shall include all personnel and volunteers. It is based on a pre-established training curriculum that begins with an orientation for all staff. The inclusion of all personnel in training programs establishes a common understanding of objectives and policies, facility rules of juvenile conduct, and the sanctions available. Programs shall be planned to meet the needs of each staff member's respective job classification and shall be pertinent to his/her work with juveniles.

PROCEDURES

The Advisory Committee and Training Coordinator shall be responsible for planning all training programs to conform to policy requirements. Individual conferences with supervisors should be held regularly. Regular staff meetings should be held for all personnel in direct contact with juveniles. Space and equipment shall be provided for training and staff development along with funds to reimburse staff for the time if training is conducted during off-duty hours.

Program Development

An Advisory Training Committee composed of the Training Coordinator and representatives from each department will develop and update the facility's training plan. Members of the committee will conduct an annual assessment that identifies position requirements, professional development needs, current issues and new theories, techniques and technologies. The committee will meet at least quarterly to examine progress and deal with reported problems. The Director shall conduct an annual review of the overall program.

Program Design

An administrator, working in conjunction with the Staff Trainer, shall plan and implement a training schedule that includes the following:

- pre-service orientation for new staff
- in-service training in the practices, procedures, and skills necessary for working with juveniles
- professional development and skills/techniques development in keeping with the latest information on the various components of the facility program
- professional and career advancement training

Basic Training Objectives

The following general program objectives shall be implemented by the supervisory staff:

- to familiarize new staff members with the facility grounds and physical plant
- to inform new staff members of the parent agency's mission and the facility's goals
- to provide staff with improved skills in their specialties
- to provide a cadre of resource people for facility sections and programs
- to develop human relations skills to establish productive, meaningful, and professional relationships with juveniles

Fundamental Training

The following types of training are considered fundamental for all staff:

- facility philosophy, goals, policies, and procedures
- emergency procedures
- rights and responsibilities of juveniles

- rights and responsibilities of staff
- working conditions and regulations

The training staff shall use the following methods of training:

- packages and programs
- instructors and speakers from within the facility
- area specialists (e.g., court officials, university professors, consultants, public safety officers, fire marshals, and similar specialists)
- audio-visual programs

Mandatory Training Requirements by Category of Employment

All new staff members shall receive forty hours of orientation training prior to independent assignment. Clerical and support personnel with minimal juvenile contact shall receive sixteen hours of training during the first year of employment in addition to specified training and sixteen additional hours each year thereafter. Orientation training should cover at a minimum the following areas:

- policy orientation
- organization of the parent agency and facility
- facility programs
- regulations of the parent agency and local facilities
- overview of the correctional field
- special training directed toward specific sections and/or task-oriented assignments.

Support personnel who have daily contact with juveniles must receive forty hours of training during the first year of employment in addition to orientation training, and forty hours of training each year thereafter. This training covers at a minimum the following areas:

- basic counseling techniques
- procedures concerning security, counts, and discipline
- emergency procedures
- specialized training in their field as it relates to the facility

Personnel who work with juveniles confined separately from the general facility population shall receive specialized training.

Juvenile careworkers, supervisors and professional specialists must, in addition to orientation training, receive 120 hours of training during the first year of employment and 40 hours of additional training each year thereafter. This training must include the following areas:

- security procedures
- supervision of juveniles
- signs of suicide risk
- suicide precautions
- use-of-force regulations and tactics
- report writing
- juvenile rules and regulations
- rights and responsibilities of juveniles
- fire and emergency procedures
- safety procedures
- key control
- interpersonal relations
- social/cultural lifestyles of the juvenile population
- communication skills
- first aid/CPR
- counseling techniques

Administrative and supervisory personnel are required to receive an additional forty hours of training during the first year of employment and forty hours of training each year thereafter. This training covers the following areas:

- general management and related subjects
- labor law
- staff/management relations

- the juvenile justice system
- public relations
- relationships with other agencies

Part-time and volunteer staff shall be required to participate in training according to the number of hours spent on the job each week or the type of job performed. If a volunteer works the same number of hours as a full-time staff member, the volunteer shall receive the same training opportunity. Orientation for part-time and volunteer staff must be appropriate to their needs and based on prior experience, frequency of juvenile contact, and program responsibility. Additional training should be conducted as needed.

Training Records

Staff training records shall be kept by the respective Administrator. A separate training record shall be established for each staff member that includes the following information:

- staff member's name
- assignment category (e.g., careworker, clerical, support, professional specialist, administrative, supervisory, or part-time)
- hire date
- number of annual training hours required
- an up-to-date, chronological list of completed training

Training Record Review

Review of each staff member's training record shall be accomplished by the Administrator. A complete listing of the staff member's training status and a summary of his/her training and achievements shall be completed quarterly by the Administrator and forwarded to the Director for review.

Library and Reference Services

A complete library and reference service that includes audio-visual equipment shall be available to complement the training and development program. Professional literature, including technical books and journals dealing with detention, delinquency, juvenile guidance, and other related fields should be available.

Professional Organizations and Education

Staff education development and participation in juvenile justice associations, professional organizations, and activities at both local and national levels is encouraged. Combinations of academic education programs, professional seminars, workshops, conferences, and similar work-related activities are invited. Funds are available and offered to provide administrative leave and/or reimbursement for such participation when approved in advance by the Director.

Outside Resources

The training staff may refer to other outside resources, such as colleges, universities, or federal agencies, for guidance and assistance in developing and conducting the training program.

CHAPTER 5 RECORDS

COMMENTARY

This chapter encompasses American Correctional Association Standards 3-JDF-1A-06; 3A-03, 09, 18; 1E-01—08.

These policies discuss juvenile records and suggest procedures for implementing these policies. Recognizing the wide range of legislative and administrative requirements, certain procedures have been outlined that are in general use in most jurisdictions.

Before implementing policies and procedures based on these samples, users should review the most recent judicial rulings in their jurisdiction and adjust the sample documents to meet those requirements.

 Sample Policies and Procedures Juvenile Detention Facilities	Policy Number	Pages
	5.1	4
Chapter	Related Standards	
Records	1A-06; 1E-01, 02, 04—08	
Subject		
Intake Record Requirements		

POLICY

Accurate intake and case records shall be developed for each juvenile. The records shall be clearly identified, maintained in a secure location, and available only to authorized persons. At a minimum each record shall contain the following information:

- initial intake information
- documented legal authority to accept juvenile
- record of court appearances
- information detailing any special medical problems or medication needs
- personal belongings inventory
- record of cash being held
- signed receipt from juvenile indicating acceptance of the facility's rules and policy handbook
- referrals to other agencies
- release information

PROCEDURES

Immediately following the arrival of a juvenile at the facility, the Supervisor shall examine the juvenile's papers, certificates, and receipts to ensure compliance with appropriate legislation and parent agency rules. The Supervisor shall establish an admission file that contains all information and material related to confinement.

An admission form shall be completed for every juvenile admitted to the facility and shall contain at least the following information:

- name, age, date and place of birth, sex, race or ethnic origin
- name of person to notify in case of emergency
- date and time of admission
- social history, where available
- special medical problems or needs
- personal physician, if applicable
- height, weight, hair and eye color
- address and telephone number
- school, grade, employer, where applicable
- driver's license, social security and medicaid numbers, when applicable
- name and relationship of person juvenile lives with
- parent's/guardian's name, address, and telephone number
- all identifying marks, scars, tattoos, etc.
- name of probation officer
- religion, if offered
- referral (who brought juvenile to admissions)
- name and signature of Admitting Official
- Offense (charge indicated on police record, petition, court order, or bench warrant)
- assigned number from admissions log book
- name of person authorizing admission

Establishment of Case Records

All entries made into the case records will be dated and initialed or signed. At a minimum the case record file shall contain the following information:

- initial intake information
- individual plan or program
- documented legal authority to accept juvenile
- record of court appearances
- medical history
- signed receipt from juvenile indicating acceptance of the facility's rules and policy handbook
- signed informed consent form
- notations of temporary absences from the facility
- visitors' names and dates of visits
- record of telephone calls received
- progress/counseling reports
- grievance and disciplinary records
- referrals to other agencies
- final discharge or transfer report

The case record file shall be set up in the following manner:

- left side of folder—data on legal status, admission, and outside agencies
- right side of folder—data on educational and daily life programs and discharge

Security

Only authorized persons shall have access to juvenile records. Records shall be marked "confidential," stored inside a locked metal file cabinet, and directly supervised and controlled by an authorized staff member. If a record is removed from the file area, a receipt indicating reason for removal should be signed by the staff member taking the file. Any computerized data base will include a security system sufficient to limit access to the appropriate personnel.

Access to Records

Access to records and files shall be restricted to the following people:

- the juvenile who is the subject of the record
- the parents or guardians of the juvenile named in the record
- the juvenile's counsel
- judges, prosecutors, and law enforcement officers when needed for essential or official business
- individuals and agencies for the express purpose of conducting research, or evaluative or statistical studies, provided the proper consent has been obtained
- members of the administrative staff of the parent agency when essential for authorized internal administrative purposes

Informed Consent

Prior to the release of information, the juvenile shall sign an informed consent form that contains the following information:

- name of person, agency, or organization requesting information
- name of facility releasing the information
- specific information to be disclosed
- purpose for which the information is being released
- date consent form is signed

Records Review

Records review shall be conducted at the time of transfer or release. The Shift Supervisor shall evaluate information for accuracy. Documents no longer appropriate or relevant shall be removed and the concerned staff notified. To prevent destruction of any document, a written objection may be entered within thirty days.

Transfer of Records

All records should accompany a transferring juvenile to his/her new location.

Records of Released Juveniles

All records shall be retained until the juvenile reaches jurisdictional age; they will then be disposed of according to statute.

Annual Review

All admission forms and security procedures pertaining to those forms shall be reviewed annually and updated as needed.

Sample Checklist for the Juvenile Record

Checklist for the Juvenile Record

DATE:

NAME OF JUVENILE:

Check () if included. Note reasons, if not.

- () Fact sheet, including name, sex, birthdate, birthplace, address, police district, offense, parents' marital status, physical condition, date of admission, verification of personal property, date and person to whom discharged.
- () Admission form, including name, history, number, birthplace, date of admission, parents' names and addresses, reason for detention, problem areas, signatures of nurse and intake/probation staff.
- () Copy of delinquent petition
- () Record of detention service plan
- () Court order committing to detention and other legal documents
- () Parental consent for medical/surgical care
- () Health records, including medication administered
- () School records
- () Record of juvenile's grievance reports, procedures, findings
- () Record of disciplinary actions
- () Record of denial of visiting privileges
- () Record of documentation on isolation, including incident reports, authorization, and monitoring reports

Sample Informed Consent Form

Informed Consent Form

Name of Facility Making Disclosure:

Signature of Director:

Name or Title of Person or Organization to Which Disclosure is to be Made:

Name of Juvenile:

Purpose or Need for Disclosure:

Extent or Nature of Information to be Disclosed:

This consent is subject to revocation at any time except to the extent that action has already been taken.

Date, Event or Condition Upon Which this Consent Expires:

Signature of Juvenile:

Signature of Staff Witness:

Printed Name of Staff Witness:

Date Signed by Juvenile and Witness:

Signature of Consenting Parent or Guardian:

Date Signed by Consenting Parent or Guardian:

 Sample Policies and Procedures Juvenile Detention Facilities	Policy Number	Pages
	5.2	2
Chapter	Related Standards	
Records	1E-02, 03, 07, 3A-03, 09, 18	
Subject		
Master Index and Daily Population Movement Report		

POLICY

The facility shall keep a readily accessible and accurate record on the whereabouts of each juvenile at all times. The Director shall designate staff responsible for maintaining a master index file identifying whether each juvenile is in or out of the facility. The index shall also list all unusual incidents or misbehavior.

PROCEDURES

Master Index

An accurate master index file shall be kept in the administrative office. All movement shall be recorded immediately and never carried forward beyond the close of a shift. A daily review shall be made by a designee of the Assistant Director for Program Operations. All discrepancies shall be reported immediately to the Director. Each index card shall contain the name of the juvenile and essential demographic identifying information, such as room assignment and temporary release status (e.g., court hearing, home visit, escape, etc.).

Daily Log

The daily log is the primary record of occurrences in the facility. The log sheets serve as a vehicle of communication between shifts and among staff. The maintenance of this log is the responsibility of each Supervisor. No entry in the log shall be erased; instead, the correction shall be added as a separate entry in the log. The log shall be continuous to permit the recording of all noteworthy events or unusual incidents. To protect against the loss or theft of pages, it should not be kept in a loose-leaf binder.

Staff on each shift must log the number of juveniles in each unit at the beginning and end of a shift. Each staff member should log all significant events that occur during the shift. Positive comments are as important as problems and incidents. The log is not to be used for staff editorials or opinions. All comments must have a factual base. It is the responsibility of the staff member coming on duty to review the entries most recently recorded.

The Administrator is responsible for reading the previous day's log. He/she should either respond personally or bring to the attention of the Director any remarks or observations that require action. When an entry has not been recorded properly, the Administrator should see to it that the responsible staff member completes the entry correctly.

Incident Report

The Director shall ensure that a written procedure for reporting unusual incidents is used. Whether a participant or an observer, each staff member has a responsibility to report any unusual incident to the Director for review.

Definition of Unusual Incident

The definition of an unusual incident may include but is not limited to the following:

- a juvenile's physical or sexual assault on another individual
- a staff member's physical or sexual assault on another individual
- use of force or restraining equipment by a staff member
- disturbance, riot, or hostage activity
- serious illness, injury, or death of a juvenile or staff member
- suicide attempt
- escape, attempted escape, runaway, or unauthorized absence
- fire, tornado, or flood
- physical plant breakdown or property loss or damage
- any juvenile or staff action that could lead to a criminal charge

- any incident that is considered to be media-sensitive
- other incidents that the Director has stated should be reported

Copies of the report are signed and dated by the staff member and forwarded to the Director and the juvenile's case record.

Daily Report of Juvenile Movement

The administrative office shall prepare a summary report of all juvenile movement that includes the following information:

- results of all juvenile counts
- a list of all new juveniles, including names and room assignments
- a list of all releases, including names and destinations
- a list of all room changes, section relocations, etc., that affect the location of any juvenile

Daily Population Report

The administrative office shall prepare a report of all juveniles housed at the facility to be provided to the court, the chief probation officer in the jurisdiction, and the parent agency. This report shall include for each juvenile:

- the day admitted
- accumulated days of stay
- probation officer

CHAPTER 6

ADMINISTRATIVE INFORMATION AND RESEARCH

COMMENTARY

This chapter encompasses American Correctional Association Standards 3-JDF-1A-05, 1F-01—08.

The policy and procedures in this chapter cover management information systems. The ability to access accurate and timely information is an important management tool. Within budget constraints, systems of collection and dissemination must be developed.

 Sample Policies and Procedures Juvenile Detention Facilities	Policy Number	Pages
	6.1	2
Chapter	Related Standards	
Administrative Information and Research	1A-05, 1F-01—08	
Subject		
Administrative Information Systems		

POLICY

To facilitate decision making based on accurate and carefully evaluated data, an information system shall be set up so that research and timely responses to juveniles' needs and outside inquiries can be made.

PROCEDURES

Maintaining an Information System

The facility shall maintain an information system consisting of files and records, both manual and computer-assisted, that cover all major aspects of facility operations.

Organizing an Information System

The Director shall determine the system's capability for on-demand information by performing the following tasks:

- surveying similar programs to determine types of information being collected
- analyzing reports generated in the past to determine types of information usually required
- providing a written summary of the staff's findings to ensure potential on-demand information is incorporated into the system

The Director shall assign staff to participate in the development and revision of systems for the collection, verification, processing, storage, access, and handling of necessary operation and planning data for the facility. These procedures should be reviewed by the Director at least quarterly. The system's overall effectiveness should be reviewed in writing at least annually.

Retrieval and Review of Information Collected

The system shall generate quarterly reports summarizing data collection. Reports shall be reviewed by the Director and other designated staff and submitted to the parent agency.

Program adjustments and future program plans shall be developed as a result of these reports.

Collaboration With Other Agencies

The facility shall make every effort to share information with other facilities, parent agencies, and any additional juvenile justice or service agency that would ask in order to promote efficiency, effective management, and standardization.

Research Requests

All proposals for outside research must be reviewed and approved by the Director. The Director or designee shall discuss opportunities for research projects as well as specified research and evaluation needs of the facility. All research requests shall be answered as soon as possible. Applications to conduct outside research shall include the following information:

- title of study
- names, addresses, and telephone numbers of the principal researcher and all research staff
- an endorsement by a recognized research organization, such as a university, college, private foundation, consulting firm, or public agency that has a mandate to perform research, certifying that the research proposal is for valid scientific, educational, or other public purposes
- a summary of the goals of the study and the justification for the research

A detailed research design should also be submitted that includes the following information:

- the facility resources and personnel that may be needed for the study

- the sampling procedures for selecting juvenile subjects or juvenile records for the research, as well as criteria that will be used for sample selection
- procedures for data collection and copies of research instruments to be used, including interview schedules, questionnaires, data collection forms, and tests
- the security procedures to be followed to protect the privacy of participants and the confidentiality of the information
- details of compensation

A proposed research contract awarded by the facility or parent agency should include a full budget breakdown.

Obtaining Approval for Research

Two copies of the application shall be submitted to the Director for review. If the study requires the direct involvement of juveniles (e.g., interviews or questionnaires), the Director may ask a representative group of staff members to review the proposal and submit a recommendation for approval or disapproval.

The Director shall forward one copy of the application and his/her decision to the parent agency.

The Director shall ensure that all researchers are informed of parent agency policy concerning research. A signed agreement shall be completed prior to initiation of the project. He/she shall also approve the plan for using and disseminating the research and shall review and comment prior to actual dissemination. (For information on medical, psychological, and social research, see Chapter 15.10 in this manual.)

Conduct of Research

All research conducted must comply with professional and scientific ethics in addition to county, state, and federal guidelines for the use and dissemination of findings. The principal researcher shall maintain adequate records enabling the Director to ascertain the status of a study at any time.

Any data collected during the course of the research shall be used only as agreed to by the subjects prior to the beginning of the study. Access to research data that identifies juveniles shall be limited to research staff charged with collecting and evaluating the data and to the Director or designee.

The researcher(s) shall obtain signed forms from juveniles, parents/guardians, and staff scheduled to participate in the research. A staff member shall be assigned to monitor the project to ensure confidentiality.

The principal researcher shall explain the study and its justification to all potential subjects. A written summary in layman's language shall be prepared and a copy given to each potential subject. It shall be made clear to all juveniles and parents/guardians that their participation in the research is not required and shall in no way affect the terms or length of detention.

No juvenile or staff member shall receive compensation or payment of any kind in connection with a research study without the written permission of the Director. Approval of the parent agency is required if the Director is to receive compensation.

Follow-up Reports

A brief report shall be prepared by the principal researcher immediately following the facility phase of any research study. This report, including a summary of the content of the study, shall be copied for the Director.

A copy of any final report shall be provided to the Director by the principal researcher when the research project is completed. In any report of results, researchers shall not use correct names or describe any of the facility subjects in such detail that they might be identified.

Violations of Research Regulations

Permission to conduct the current study and any further research may be discontinued for any violations of these regulations or of other parent agency regulations in the course of the research.

Violators of the regulations may be subject to civil or criminal liability.

Annual Review

The facility's complete information system should be evaluated for its effectiveness as it relates to overall facility management at least annually, in writing. The system should be updated or revised as needed.

CHAPTER 7

CITIZEN INVOLVEMENT AND VOLUNTEERS

COMMENTARY

This chapter encompasses American Correctional Association Standards 3-JDF-1G-01—09.

The sample policies and procedures are designed to establish an effective volunteer program. The volunteer program can enhance and expand the level of services in the correctional program. Users should be aware of the need for careful selection and training for all volunteer workers.

 Sample Policies and Procedures Juvenile Detention Facilities	Policy Number	Pages
	7.1	3
Chapter	Related Standards	
Citizen Involvement and Volunteers	1G-01—09	
Subject		
Volunteers		

POLICY

The facility shall secure citizen involvement to enhance and expand the services and programs offered to the juveniles. The use of volunteers permits increased personal contact for the juveniles, broadens community resources for the facility, increases public awareness of juvenile detention, and develops management skills among staff.

PROCEDURES

Recruitment, Screening, and Selection

Recruitment, screening, and selection of volunteers shall include a diverse cross-section of all cultural and socioeconomic segments of the community and is a staff responsibility under the supervision of the Director or his/her designee.

Eligibility

Any person of good character who is at least 18 years of age and sufficiently mature to handle the responsibilities involved is eligible to become a volunteer. Ex-offenders may be accepted as volunteers, subject to approval by the Director. Relatives of a juvenile may not serve as a volunteer with the juvenile to whom they are related or in the facility where that juvenile is detained.

Application

Prospective volunteers shall complete an application for volunteer service. The Administrator for Program Operations shall then interview each applicant to determine whether the prospect's talents can be used. A check of criminal records and a search for a history of child abuse shall be conducted for each applicant.

Falsification of any information may result in curtailment of privileges.

Training and Orientation

Prior to assignment, each volunteer shall complete orientation training appropriate to the nature of his/her assignment.

Approved citizen volunteers shall be briefed by the Administrator for Program Operations on all rules and procedures important to their effective functioning.

Juveniles shall receive orientation designed to help them understand the role of volunteers, the limits of volunteers' authority, and the mutual responsibilities of the juvenile and volunteer before a working relationship is initiated.

All volunteers are expected to comply with facility rules and policies and agree to them in writing. The security of the facility and the safety of the juveniles, the public, and facility staff is foremost in the duties of all detention staff and volunteers. No persons in an intoxicated or drugged condition shall be allowed into the facility.

Contribution to Volunteer Program

Volunteers shall be encouraged to provide input and make suggestions for the revision of the rules, policies and procedures of the Volunteer Service Program.

Assignments and Duties

Volunteers shall be placed in assignments based on the needs of the facility and their interests and capabilities. A wide variety of services can be provided to benefit the facility as well as the juveniles. Volunteers shall provide professional services only when certified or licensed to do so.

Volunteer Code of Ethics

Volunteers are required to do the following:

- keep confidential matters confidential

- interpret volunteer to mean working without compensation in money but according to the same standards as permanent staff
- maintain an attitude of open-mindedness and a willingness to be trained
- complement staff efforts and assist in developing good teamwork
- maintain a professional attitude toward volunteer work
- accept obligation to assist the facility and the juveniles
- accept differences in people in terms of cultural or economic background, race, religion, and values

Volunteer Identification and Control

Volunteer identification passes shall be provided to all volunteers. These passes shall automatically expire in one year, and the Administrator for Management Services shall check expiration dates and make arrangements for renewal, if indicated. Identification cards on all volunteers should be maintained in personnel files.

Any individual may be asked to submit to a search when deemed necessary to the security of the facility. Anyone discovered in possession of contraband shall be detained. Supervisory staff shall be notified, as well as the local police department.

The facility administration has both the authority and responsibility to deny facility access to any person whose presence is believed to jeopardize the order, security, or safety of the facility. The staff member responsible for taking such action shall submit a written report of circumstances to the Director. The Director shall affirm or rescind the action and determine conditions of reinstatement.

Supervision and Evaluation of Volunteers

The Administrator for Program Operations shall coordinate and supervise the volunteer program. Supervisors shall work with the Administrator to provide adequate control and coordination of volunteer activities, as well as assist in evaluating the programs in which they are involved.

The facility Volunteer Coordinator shall do the following:

- provide volunteers with essential information and orientation on the facility and section
- complete and revise the volunteer agreement forms
- explain what is expected from volunteers
- inform volunteers of any areas where they may make personal and final decisions
- provide thoughtful and effective training
- recognize and demonstrate appreciation of progress
- respect honest opinions and accept constructive suggestions
- offer opportunities to grow and advance to more responsible positions
- share confidential information that may assist in the completion of an assignment
- send monthly time report forms for each volunteer to the Office Manager
- meet with volunteers on a regular basis
- complete and submit volunteer evaluation forms

Termination of Volunteers

The Administrator for Program Operations may curtail, postpone, or discontinue the services of a volunteer or volunteer organization when substantial reasons for doing so exist. Any of the following reasons may warrant this action:

- breach of confidentiality
- unlawful conduct or breach of facility rules and regulations
- physical or emotional illness
- inability to cooperate with the staff
- activities that threaten the order or security of the facility or the safety of the volunteer
- erratic or unreliable attendance
- unsatisfactory service

Sample Volunteer Agreement

VOLUNTEER AGREEMENT

I, _____, volunteer to serve as _____ for _____. As a
(name of volunteer) (position) (name of facility)

volunteer under the direct supervision of the Supervisor, I agree to the following conditions:

- report to the facility on _____ from _____ to _____.
(days) (time) (time)
- undergo a training period
- learn supportive procedures for intake, juvenile confrontations, fires, and emergencies

The facility agrees to provide the following services:

- on-site training
- sound guidance and direction
- periodic review and evaluation of performance

Signature of Volunteer:

Date:

Signature of Director:

Date:

CHAPTER 8

PHYSICAL PLANT

COMMENTARY

This chapter encompasses American Correctional Association Standards 3-JDF-2A-01, 02, 2B-01—08, 2C-01—12, 2D-01—03, 2E-01—07, 09—13, 2F-01, 02, 2G-02, 3B-03, 06, 08, 5E-03, 5F-02.

The condition and maintenance of the physical plant in a detention facility is critical to providing a healthy and humane environment. Lack of attention to physical plant conditions can lead to serious operational and legal problems.

 Sample Policies and Procedures Juvenile Detention Facilities	Policy Number 8.1	Pages 4
	Related Standards 2A-01, 02; 2B-01—03, 06—08; 2C-01—12; 2D-01—03; 2E-01—07, 10—13; 2F-01, 02; 2G-02; 5E-03; 5F-02	
Chapter Physical Plant		
Subject Requirements for Facility Service Areas		

POLICY

The facility shall be a separate, self-contained plant designed with small living units that encourage personal contact and interaction between staff and juveniles, and allow for juveniles to be grouped according to a classification plan. All applicable fire, building, health, and zoning codes or ordinances shall be conformed to in the construction and operation of the facility. Minimum space and living condition requirements shall be met.

PROCEDURES

Codes and Ordinances

The facility shall conform to all applicable fire, building, and health codes and local zoning ordinances certified at the time of construction or building purchase, and shall continue to conform through any new remodeling or reconstruction. Proper code and zoning documents shall be kept on file in the facility Director's office.

Facility Size and Location

The facility shall be designed with a sufficient number of living units so that various categories of juveniles can be housed separately. Living units should be designed for a maximum of 25 juveniles per unit and the total bed capacity of the facility should not exceed 150 juveniles. The number of juveniles housed in the facility at one time shall not exceed the facility's rated bed capacity.

The facility shall be located in, or adjacent to, the community from which its population is drawn. If it is on the grounds of another institution, the facility shall be operated separately.

Facility Perimeter

The facility has a secure perimeter that permits movement between interior and exterior spaces, and ensures that juveniles remain within the perimeter while preventing access by the general public without proper authorization.

Interior Areas

All areas available to juveniles, staff, or visitors shall have the following:

- lighting that is appropriate to the area
- ventilation and circulation of air sufficient for comfort
- toilets and wash basins with hot and cold running water
- drinking water that is accessible to all persons using the area
- temperatures appropriate to the summer and winter comfort zones
- smoke and fire detection equipment that meets all applicable codes
- designated exits located to permit prompt evacuation in an emergency

Housing Areas

Sleeping Areas

Sleeping rooms are primarily designed for single occupancy and contain the following:

- thirty-five square feet of unencumbered floor space
- lighting of at least twenty foot-candles at desk level and in the personal grooming area
- natural light from an opening to the outside either in the room or within twenty feet of the room
- drinking water
- a toilet
- a wash basin with hot and cold running water
- a bed above floor level with a clean, covered mattress and blankets as needed

- adequate storage space for personal belongings
- a desk and chair or stool

Multiple Occupancy Rooms

The number of juveniles assigned to multiple occupancy rooms shall not exceed 20 percent of the total facility population. No more than four juveniles shall share a room unless room partitions are in place. Occupants shall be segregated by gender and carefully screened for group living suitability prior to assignment. The rooms have the same requirements as single rooms with the addition of the following:

- thirty-five square feet of unencumbered floor space per occupant
- one wash basin with hot and cold running water and one toilet for every four occupants
- continuous observation by staff

Dayrooms

Dayrooms are separate, but located immediately adjacent to the sleeping rooms. They contain adequate seating and writing surfaces and provide at least thirty-five square feet of floor space per juvenile for the maximum number of juveniles that will use the dayroom at one time. Furnishings will be appropriate to the type of activities that will be conducted in the room (e.g., watching television, reading, recreation, conversation, games, and sometimes meals and work). Special lighting, when necessary for approved activities or tasks, will be provided.

Sanitation Facilities

The following shall be available and accessible in each living unit:

- one toilet for every twelve juveniles in a unit housing males, and one for every eight juveniles in a unit housing females. Urinals may be substituted for up to one-half of the toilets for males
- one wash basin with hot and cold running water for every twelve juveniles
- one shower area for every eight juveniles with hot and cold running water that is thermostatically controlled for safety and comfort
- drinking water
- mirrors located at convenient heights for juveniles

Handicapped Housing

When the facility accepts handicapped juveniles, it must provide appropriate equipment for and access to all facility resources.

Security Rooms

The security room(s) shall be located near staff offices and have a door that permits observation by staff allowing juveniles to communicate with staff. It shall be equipped with living conditions that approximate those of the general facility population, e.g., plumbing fixtures, and have security furniture.

Special Consideration Rooms

When a seriously ill, mentally disturbed, physically injured or nonambulatory juvenile is held in the facility, a single occupancy room is provided that allows continuous staff observation.

Indoor and Outdoor Activity Areas

If the facility houses both male and female juveniles, space is provided for coeducational activities. The total indoor activity area, not including the sleeping area, provides space of at least 100 square feet per juvenile. This area has exercise and indoor sports equipment, such as Ping Pong tables and board games.

Outdoor and covered or enclosed exercise areas for general population juveniles shall be sufficient to provide at least one hour of exercise daily. If feasible, the facility will use community resources for juveniles' recreational needs. The facility shall also provide a variety of fixed and movable equipment for each outdoor recreation area.

School Classrooms

Designed in conformity with local and state educational requirements, classrooms shall have the following amenities:

- adequate space for desks to accommodate three-fourths of the rated population capacity of the facility
- several individual booths where easily distracted juveniles can work alone and remain under the supervision of the teacher
- space for a large table for activities and short-term projects
- secure storage space for classroom supplies

Library

The library is located near the classrooms and has adequate shelf space and tables.

Religious Services

A chapel or space in a multipurpose room for religious services is available when needed.

Visiting Areas

Social visiting areas should allow for contact visiting with reasonable privacy. There is space for screening and searching visitors and juveniles. Storage facilities outside the visiting areas should be provided for visitors' personal belongings. Space for confidential consultation with lawyers and clergy shall be provided.

Kitchen

Kitchen floor space is adequate for food preparation for facility population, type of food preparation and method of meal service. Equipment and food storage areas are adequate for the quantities of food prepared and supplies stored.

Dining Areas

There is at least fifteen square feet of floor space per person for the number of people using the dining area at the same time.

Laundry Areas

Space is available for a sufficient number of clothes washing and drying machines. Linen supply rooms are located in each living area section.

Storage Areas

Storage space is provided for supplies and equipment in sufficient size to ensure safe and sanitary use. Storage areas for janitorial supplies are provided for each living section, work area, and/or activity area. These areas are well ventilated and have the following items:

- broom and mop storage racks
- sinks and supplies for cleaning of equipment
- shelves and cabinets for storage

Separate and adequate space is provided for mechanical equipment. Living areas include space for secure storage of juveniles' personal property.

Medical Room

There is a central medical room with appropriate examination facilities.

Control Rooms

Adequate space is provided for electronic control and communications equipment rooms. These control rooms are located in an area that allows constant visual supervision and facilitates contact and interaction between staff and juveniles.

Administrative Areas

Space is provided for administrative, custodial, professional, and clerical staff that enables supervision, communication, and interaction with the general living area. These administrative areas are equipped with telephones and include a conference room, staff lounge and toilet facilities, storage room for records, and a public lobby. All parts of the facility that are accessible to the public are usable by handicapped staff and visitors.

**Sample Building Services Request
Combined Damage and Repair Report**

**Building Services Request
Combined Damage and Repair Report**

Date: _____ Time: _____ a.m./p.m.

Location: _____

Request: _____

Department: _____

Damage Incurred: _____ Damage: Accidental/Deliberate

Who Created Damage: _____

Reporting Staff Member: _____

Cost of Repair: _____

Nature of Repair: _____

Building Supervisor: _____

Outside Source: Yes/No

 Sample Policies and Procedures Juvenile Detention Facilities	Policy Number	Pages
	8.2	2
Chapter	Related Standards	
Physical Plant	2A-01, 02; 2B-01—08, 2C-01, 04, 09; 2D-02; 3B-03, 06	
Subject		
Facility Remodeling, Expansion, or New Construction		

POLICY

To maximize communication between staff and juveniles, standards of design and construction for living and working conditions shall comply with modern correctional practices and conform to applicable federal, state, and local building codes and zoning laws.

PROCEDURES

Construction Conditions

New facility construction and all renovation or expansion projects shall conform to all applicable zoning ordinances and electrical and fire safety codes. The following minimum conditions shall also be met:

- ventilation rates of at least ten cubic feet each minute for each juvenile in all housing and activity areas, except where shop areas require additional exhaust levels based on the specific activity involved
- lighting of thirty foot-candles at desk height in both housing and activity areas such as classrooms, dining rooms, and living rooms
- individual bedrooms with natural (exterior) lighting and windows constituting at least 8 percent of the facility exterior wall area; bedrooms should have at least seventy square feet of interior space
- lavatories that are accessible from living areas and have a minimum of one sink, toilet, and shower for every twelve juveniles and at least one lavatory for staff to permit separate use; lavatories shall be screened for privacy

Safety Features

The following safety features shall be incorporated:

Shower water shall be thermostatically controlled to prevent scalding or misuse of shower facilities. A control valve shall be installed between the boiler and the shower to ensure that water temperature does not exceed 110 degrees Fahrenheit. Emergency water shut-off valves and electronic circuit breakers shall be under staff control.

Architects, designers, and construction staff shall conform to all provisions of the National Fire Protection Association's codes on electrical wiring, building dimensions, construction, number and location of exits, heating and ventilation systems, and building materials. Only flame-retardant, nonpolyurethane mattresses shall be used in the facility. Wired-in smoke detectors, heat sensors, and sprinklers shall be installed in any newly constructed areas, especially where flammable materials are stored.

Night lighting of at least two candlepower shall be available in all sleeping areas, and tamper-proof, recessed lighting shall be used in areas of greater security need. Floor drains with tamper-proof covers shall be installed in all living and activity areas.

All exterior doors used as emergency evacuation routes shall be clearly marked with an exit sign over each door; the sign shall be illuminated twenty-four hours a day.

Ventilation in the event of a power failure and an alternate power source that will maintain essential services in an emergency are available.

Location and Design

The facility shall be geographically accessible to juvenile justice agencies (e.g., law enforcement, prosecution, courts), community agencies, and juveniles' lawyers, families, and friends. If the facility is on the grounds of any other type of detention facility, it is a separate, self-contained unit. The population in housing or living sections shall not exceed the rated capacity of the facility.

The facility is designed and constructed so that juveniles can be grouped according to a classification plan. At least 80 percent of all beds are in rooms designed for single occupancy. Architectural design and construction should maximize interaction between staff and juveniles.

Access for Handicapped Persons

Handicapped juveniles are housed to provide for their safety and security. Rooms designed for their use should provide the maximum possible integration with the general population. Appropriate programs and activities shall be accessible to all handicapped juveniles confined in the facility.

New facility construction avoids architectural barriers to physically handicapped persons. All parts of the facility open to the public are accessible to handicapped staff and visitors.

Dayrooms

Each housing section shall have a dayroom that encompasses a minimum of thirty-five square feet of floor space per juvenile. The dayroom shall be separate from but immediately adjacent and accessible to the sleeping area.

Exercise and Recreation Areas

Adequate indoor and outdoor exercise and recreation areas are provided based upon facility capacity with a minimum of 100 square feet per juvenile of indoor activity area.

Mechanical Equipment

Separate and adequate space is provided for all mechanical equipment.

Justification for Project

Each plant modification shall be fully described with photographs or sketches indicating current problem conditions and the scope of the proposed work. Justification for the project shall include the following information:

- a cost/benefit analysis indicating the return on the investment (e.g., estimated savings on annual heating costs through improved insulation, the decrease in repair/maintenance costs from replacing antiquated systems)
- any specific building code violations that might be involved, so a complete analysis can be done to ensure that, outside of such violation(s), the project will meet necessary building and fire safety regulations and the minimum standards of the parent agency
- the number of juveniles affected by the project, including discussion of the psychological impact on the overall program
- the damage or extensive maintenance costs incurred to the structure during the preceding three years
- any adverse effects, modifications, or constraints required if the project is not approved, as well as a description of the interim measures required pending completion of the project (e.g., juveniles must be transferred to other facilities, woodworking shop activities must be suspended)
- alternative measures or solutions that could alleviate the immediate problem and restore a semblance of order to program operations
- specific steps necessary to make the facility or modification accessible to the handicapped

Administrative and Staff Activities

Designing and Planning

All members of the facility and parent agency design and planning sections shall incorporate the requirements of this policy into the working process of all future construction or remodeling projects. A new facility is built or an existing facility is expanded only after a needs evaluation study has been prepared by the parent agency in conjunction with the juvenile court and the statewide juvenile detention agency.

Every effort should be made to involve citizens from the area in which the facility is located. Support from leading citizens should be gained through community and individual meetings.

Review

Prior to final approval of all projects, the parent agency certification officer and the facility planning certification officer shall review the plans and indicate compliance with these policies.

CHAPTER 9

SECURITY AND CONTROL

COMMENTARY

This chapter encompasses American Correctional Association Standards 3-JDF-2G-01, 02, 3A-02, 04—30, 3B-07, 11, and 13.

Two of the major purposes of a juvenile detention facility are to provide a safe and secure home for the juveniles and to protect the community.

Users of this manual are reminded that each document will require careful revision and tailoring to conform to local practices and, in several instances, will require the development of detailed Manuals of Operation to implement the policy requirements.

 Sample Policies and Procedures Juvenile Detention Facilities	Policy Number	Pages
	9.1	2
Chapter	Related Standards	
Security and Control	2G-01, 3A-02, 3B-07	
Subject		
Control Center		

POLICY

To maintain the internal security of the facility, a control center that is secured from juvenile access shall be established to integrate all external and internal security functions and communication networks.

PROCEDURES

Staffing the Control Center

The control center shall be staffed twenty-four hours a day. The Supervisor may assign additional staff as the situation dictates or for training purposes.

Special Training for Control Center Staff

Control center operation shall be a part of both the pre-assignment and annual training curricula. Training shall include a thorough study of the security manual as well as knowledge of the center's daily operations.

Accessibility to the Control Center

Doors to the control center shall remain locked at all times, and no unauthorized staff shall be permitted inside. There shall be direct access from the control center to staff wash basins and toilets.

Major Responsibilities of the Control Center Staff

Control center staff shall perform the following duties:

- maintain contact with all staff on duty through a system of communication developed by the facility
- operate telephone equipment during evening hours and direct all calls appropriately
- control all access to and from the facility
- announce and clear regular and special juvenile counts
- issue appropriate keys to staff members from the operations key board
- contact the local police force, rescue squad, and/or fire department for necessary assistance when directed by the Supervisor
- maintain an up-to-date list of all staff telephone numbers
- notify the facility Director or designee of any trouble signals from any of the monitoring systems
- operate the public address system
- maintain the control center log book
- maintain all appropriate information on juvenile security, releases, and movements

Control center staff shall also check all communications systems, surveillance systems, emergency signal systems, and electronic gate security systems at the beginning of each shift. This check shall include the following:

- fire detection and smoke alarms
- emergency alert scan system
- emergency gates
- two-way radios and walkie-talkies
- visual recorder system
- closed-circuit monitor system

Disturbances

When a disturbance occurs anywhere within the facility, the control center staff shall be notified first. They shall immediately notify the Supervisor and other appropriate staff. The staff must remain calm, gather and relay information thoroughly, and delegate duties indicated by the situation.

In emergency situations, control center staff shall communicate with appropriate community representatives. If conventional means of communication are disrupted staff shall use emergency radios to maintain voice contact with the outside community.

 Sample Policies and Procedures Juvenile Detention Facilities	Policy Number	Pages
	9.2	2
Chapter	Related Standards	
Security and Control	2G-02	
Subject		
Perimeter Security		

POLICY

Designated perimeter entrances and doors shall be secured to ensure that juveniles remain on facility grounds and to prevent unauthorized public access to the facility.

PROCEDURES

Front Entrance

The front entrance is usually the major pedestrian traffic point for entrance to or exit from the facility. Assigned staff shall identify all persons entering or leaving the facility, either by official picture identification card or authorization by the Director. They shall also record admission and departure information, including the following:

- a complete list of all visitors entering and leaving the facility and their destinations
- a complete record of all persons entering or exiting the facility who are not in possession of an official identification card
- name, nature of business, arrival and departure times, and a brief notation of unusual circumstances surrounding any visit

Security Door Regulations

The Administrator for Management Services shall ensure the following:

- security doors are kept locked at all times
- unoccupied areas and storage rooms are kept locked
- only authorized persons are admitted through security doors
- staff shall routinely check all closed doors as they walk past and be sure that all doors are locked behind them when leaving

At no time shall police officers be in possession of firearms or other weapons while inside the confines of the facility. A secure storage vault shall be provided and receipts issued for the safekeeping of weapons carried in the line of duty.

Vehicular Entrance

The vehicle entrance is used primarily for police and delivery vehicles entering and leaving the facility. The vehicle entrance is often connected to the facility with a sally port. To eliminate the possibility of escape through the entrance, departing vehicles shall be carefully monitored.

Internal Security

All Supervisors must ensure that all doors, windows, locking devices, and equipment are used correctly and are in good working condition.

Perimeter Security

Prior to taking juveniles to the outside recreation area, a careworker shall check the area for contraband, including the fence and the ground along the fence.

When the juveniles are in the outside recreational area, there will be a minimum of one staff member for every eight juveniles. Deviations may be permitted by the Supervisor. Staff will place themselves in strategic locations around the recreational area.

Juveniles will not purposely touch or hang on the fence, nor will they converse with people outside the fence. If a juvenile talks of running from the outside area at any time, that juvenile will not be permitted outside on the particular day of the threat. Further restriction of outside recreation privileges is at the discretion of the Supervisor.

When bringing the juveniles back inside, several staff members shall remain between the fence and the juveniles.

 Sample Policies and Procedures Juvenile Detention Facilities	Policy Number	Pages
	9.3	1
Chapter	Related Standards	
Security and Control	3A-07, 08, 14	
Subject		
Juvenile Supervision and Movement		

POLICY

To ensure juvenile and public safety, juveniles will never be left unattended in any area inside or outside the facility. Intensive staff supervision is intended to reduce reliance on security hardware and to promote a positive relationship between staff and juveniles as the primary means of control.

PROCEDURES

Movement Supervision

The careworkers should be aware of the location of all juveniles at all times. At least one of the careworkers should have visual contact with each juvenile. He/she should not leave his/her area of responsibility without first informing the Supervisor.

Careworkers should know the exact number of juveniles assigned to their section and be able to recognize them on sight. If a juvenile leaves the section for any reason, this fact must be communicated to all appropriate staff. All juveniles must receive permission from staff to move about the facility for any reason. Careworkers should make periodic head counts to ensure the earliest possible detection of an absent juvenile.

When moving juveniles from one area of the facility to another, one careworker should walk behind the group to detect a juvenile attempting to leave the group. A head count should be conducted when the group arrives at its destination.

Taking Juveniles Outside

Careworkers should explain what juveniles may and may not do outside before going outdoors. Juveniles may participate in activities, sit in assigned locations, or choose to stay behind in their sections.

Monitoring by careworkers while juveniles are outdoors is a must. In the event a juvenile is leaving or returning to the area for an official and authorized reason and the careworker cannot leave the group to escort him/her, the Supervisor should use other available staff.

Juvenile Supervision

Under no circumstances shall any juvenile or group of juveniles be given authority over any other juvenile or group of juveniles.

Gender of Staff

There must be at least one staff member on duty of the same gender as the juveniles at all times.

 Sample Policies and Procedures Juvenile Detention Facilities	Policy Number	Pages
	9.4	1
Chapter	Related Standards	
Security and Control	3A-04—06	
Subject		
Shift Assignments		

POLICY

To ensure proper supervision and prompt response to emergency situations, juvenile careworker positions shall be located in or immediately adjacent to juvenile living areas. Written operational shift assignments or post orders shall state the duties and responsibilities for each assigned position in the facility. These shift assignments are reviewed at least annually and updated as needed.

PROCEDURES

Location of Shift Assignments

Supervisors shall make copies of shift assignments available in both a central location within the facility and on each facility post.

Scope of Assignment

The shift assignments shall cite specific and general instructions for the operation of every facility position. They cannot, however, cover every incident that may occur. The staff assigned to the position shall use good judgment and tact and pay careful attention to detail in discharging their duties, whether referenced in the assignment or not.

Use of Shift Assignments

All juvenile careworkers and Supervisors shall use facility shift assignments to familiarize themselves with the extent of the duties of each position and any changes that may occur.

The Supervisor shall instruct all newly recruited juvenile careworkers to read, date, and sign the orders for the positions to which they have been assigned. The Supervisor shall also initial the form.

At the beginning of each quarter or shift change, the new staff member must read and sign the new shift assignment. The Supervisor in charge of the shift shall indicate that the staff member has read the assignment by initialing it.

Changes to Shift Assignments

Juvenile careworkers are encouraged to submit to their Supervisor a written list of changes that have occurred, or, in their opinion, should occur in the operation of their positions. The Supervisor shall edit these suggestions and submit them to the Administrator for Program Operations for review and/or action. No changes will be made in shift assignments without the approval of the Administrator for Program Operations.

Security of Shift Assignments

Shift assignments are for the exclusive use of facility staff and shall not be shown to juveniles or unauthorized persons at any time or for any reason.

	Sample Policies and Procedures Juvenile Detention Facilities	Policy Number 9.5	Pages 2
Chapter Security and Control		Related Standards 3A-13	
Subject Count Principles and Procedures			

POLICY

To ensure around-the-clock accountability of all juveniles within the facility, a system to physically count juveniles shall be established. In the event that the juvenile count exceeds design capacity, Administrators will initiate a review of each case to determine if conditions warrant transfer to a nonsecure program or recommendation for conditional release pending final disposition.

PROCEDURES

Responsibility

The juvenile careworker has primary responsibility for the completion of an accurate count and must be familiar with the specific ways of counting juveniles in different types of locations, e.g., housing sections, open areas, or recreation areas. The juvenile careworker must encourage juveniles to accept regular counts as a necessity.

Principles of Counting

Informal, irregular counts or census checks shall be made by all staff supervising juveniles to verify that all juveniles are present. Typically, counts of this kind are made while juveniles are working, engaged in daily activities within the housing section, etc. These counts are reported only when a juvenile is missing.

The Supervisor responsible for maintaining the master count record must be provided with current information about all juvenile housing moves, work assignments, admissions to the hospital, releases, and any other changes that could affect accountability.

Counts in areas such as clothing issue, laundry, food service, or other open sections must never be made by only one staff member. One careworker shall count while a second observes all movement.

Numerous escapes have been effected by the skillful use of dummies. Careworkers must be positive they see a live body before verifying a juvenile's presence. When making counts at night, staff shall use flashlights judiciously. Enough light, however, should be thrown to avoid deception.

Each count must be made accurately, visually, and promptly. If the correctness of the count is doubted, a recount should be made. A head count or bed check will be taken at shift changes. The shift going off duty will not leave the building until the count clears.

Juveniles in confinement status will be checked at irregular intervals but at least every fifteen minutes. Each check will be recorded in the control logbook by the staff member making the check. When a juvenile is suspected of self-destructive behavior, the requirement for room checks will be increased (i.e., the time interval between checks will be shortened). Any juvenile who has demonstrated self-destructive tendencies must be treated as a potential suicide.

Official, Formal Count

At least one official, formal count during each shift, at a time determined by the Administrator for Program Operations, is mandatory. All juveniles will be counted simultaneously; juveniles will be counted at a specific location, and all movement of juveniles will cease before the count begins and remain so until the total facility count is clear and correct.

A report of each count is telephoned to the control room staff. All reports are then coordinated to verify that the total count is correct and all juveniles are present. After reporting a count, each careworker shall remain in his/her area and prepare a count slip, which is used to verify the count in writing.

Staff Accepting Count

The control center staff shall calculate the official count from the control center records after all sections have reported. As each area reports its count, staff shall make a note on the count sheet. Sections not reporting counts shall be noted and checked. If, after all counts are received and tabulated, a discrepancy exists, a re-count shall be called. If the count remains incorrect a second time, staff shall be sent to the count area to assist with a third count. No count shall be cleared until all counting errors have been corrected or until the cause of the error has been located and corrective action taken.

Count Slips

Each careworker must prepare the count slips carefully. These slips shall not be accepted by the control center staff if they are completed incorrectly or have erasures, strike outs, or alterations of any kind. The careworker making the count and any other juvenile careworker involved in the count will sign the slip.

Emergency Counts

An emergency count is an official count taken at any time other than a regular official count. During emergency counts, all juveniles shall be returned to their housing sections. An emergency count must be taken if any staff suspect that juveniles are missing to determine who and how many juveniles may be gone. An emergency count must also be taken as soon as possible after a major disturbance has been brought under control to determine that no one has escaped or is in hiding. The Supervisor must produce an up-to-the-minute count sheet for such use.

 Sample Policies and Procedures Juvenile Detention Facilities	Policy Number	Pages
	9.6	1
Chapter	Related Standards	
Security and Control	3A-15	
Subject		
Transfer and Transportation of Juveniles Outside the Facility		

POLICY

To ensure the security and safety of juveniles during transfers, proper safeguards shall be used at all times by the staff members responsible for transportation.

PROCEDURES

Transportation

The following rules apply when transporting juveniles outside the facility in official vehicles:

- any vehicle used in transporting juveniles shall be properly licensed and inspected according to state law
- the driver shall be properly licensed, and at least two staff members shall accompany the vehicle
- the number of passengers shall not exceed the number of seats. At no time shall more than three people be in the front seat.
- juveniles are not permitted to drive facility or staff vehicles
- bodily injury and property damage liability shall be provided for all vehicles
- juveniles shall not be transported in open truck beds
- juveniles shall be restrained only when necessary and only by appropriate safety devices

Transportation Clothing

The Supervisor shall decide what articles of clothing the juvenile is permitted to have in his/her possession during the trip. These articles should be kept to a minimum. The juvenile may exchange the clothes he/she is wearing for clean clothing that shall be searched thoroughly before being given to the juvenile.

Use of Transportation Restraints

Juveniles in custody are not to be struck, pushed, or otherwise physically or forcibly handled. Situations will exist, however, where reasonable force is necessary to maintain the safety of the juvenile or others, including staff.

Approved security devices are to be used only in extreme circumstances. The use of such devices must be determined on an individual basis by the facility Director. Each time restraining devices of any kind are used, a written report will be submitted to the Administrator for Management Services at the end of the work day.

In situations where a large number of juveniles are being transported, trips should be scheduled so that adequate staff members are assigned. Juvenile careworkers will have the right to physically hold juveniles being escorted to and from the transportation vehicle.

In such instances where a juvenile physically resists being transported and cannot be persuaded to cooperate, handcuffs should be used in preference to engaging in a physical struggle where both the juvenile and careworker are endangered.

For reasons of safety as well as security, inside door latches of the transportation vehicles may be removed and all windows will be screened. Juveniles should never be handcuffed to each other or any part of the vehicle when it is in motion.

Seating on Secured Transportation

If the vehicle has a security screen and the inside back door handles have been removed, both staff members will sit in the front seat and the juvenile will sit in the back, with the security screen separating them. In a vehicle without a security screen, the second staff member will sit directly behind the driver in the back seat with the juvenile.

 Sample Policies and Procedures Juvenile Detention Facilities	Policy Number	Pages
	9.7	2
Chapter	Related Standards	
Security and Control	3A-09—12	
Subject		
Facility Inspections and the Use of Permanent Logs		

POLICY

Since permanent logs and regular security inspections are vital to the efficient operation of the facility, juvenile careworkers in each housing section, Supervisors in charge of the facility, and control center staff shall maintain permanent logs that record emergency situations, unusual incidents, and pertinent information about juveniles. These records shall be assembled by the Administrator for Program Operations and submitted daily to the Director for review.

PROCEDURES

Types of Logs

The following types of logs are to be used by Supervisors:

- daily inspection of residence sheets
- daily security, sanitation, and fire inspection slips
- daily logs

These logs shall be completed by the appropriate staff member and forwarded at the end of the shift to the Administrator for Program Operations for review and filing.

Inspections

Visual inspections should be done to detect the following:

- damaged security screens
- bent or spread bars
- broken welds
- cracked or cut bars on window sashes
- any sign of steel filings
- other evidence of tampering or weakness, such as fresh paint or discolored areas
- unaccounted for or unmarked tools in any area
- fire hazards

All security devices shall be inspected by the Supervisor on a weekly basis. A report shall be submitted to the Administrator for Program Operations, who shall be responsible for initiating corrective action when necessary.

Inspection of Living Quarters

Living quarters should be kept clean and uncluttered. Inspection of these areas shall be made by the juvenile careworkers. No formal reported inspections are to be conducted on the morning shift; however, juvenile careworkers shall be alert to, and report immediately, all hazards detected on this shift. The Administrator for Program Operations shall initiate immediate action to correct any major hazards of an emergency nature, regardless of the shift.

Inspections of Areas Outside the Living Quarters

All areas of the facility must be included in irregular inspections by Supervisors. Supervisors shall search areas such as the medical section, the storeroom and/or storage rooms, shops, commissary, and food service.

Innocent-looking areas are frequently used to conceal contraband. Coverings for openings, although securely fastened, may be removable. Trash containers, sanitary supplies, elevators and elevator shafts, lockers, or other places for concealment must be searched.

The careworker assigned to each of the areas outside the living quarters shall make a visual inspection both at the beginning and end of the shift and submit a report to the Supervisor. The Supervisor shall verify in writing that all careworkers on his/her shift have submitted their reports.

Perimeter Security

Areas outside the facility must also be included in security inspections. Although less often, contraband does appear outside of a facility. The Building Supervisor shall inspect receiving areas, visitor holding areas, outside doorways leading to the facility, and outside recreation areas. Inspection reports shall be submitted to the Administrator for Management Services.

Follow Up

All results of physical security inspections will be recorded in the control room logbook. A report of all inspections performed will be submitted to the Director.

Administrative Visits

Informal contact with juveniles and staff by facility administrators shall be part of the facility's operations. Administrative visits should be unscheduled and be conducted at a time when as many juvenile as possible are in the area. Administrators should observe living, working, and education conditions and encourage informal contact with juveniles and staff.

Informal visits to the housing section(s) and classrooms should be made by the Facility Director or Assistant Director at least once a week, and by the administrator for program operations once a day.

Work orders for all maintenance repairs will be forwarded to the Administrator for Management Services for his/her approval. Extreme emergency work order requests may be reported by telephone to the Administrator for Management Services at any time.

 Sample Policies and Procedures Juvenile Detention Facilities	Policy Number	Pages
	9.8	3
Chapter	Related Standards	
Security and Control	3A-19—21	
Subject		
Searches of Locations and Juveniles		

POLICY

Although control of weapons and contraband is essential to the order and security of the detention facility, indiscriminate searches of juveniles shall be prohibited. Only when there is sufficient reason to believe that the security of the facility is endangered or that contraband is present in the facility shall the search of a juvenile, his/her possessions, room, and other areas of the facility be permitted. A search plan shall be established and made available to both staff and juveniles. The search plan shall be reviewed at least annually and updated as needed.

PROCEDURES

Searches are done for the following reasons:

- to prevent the introduction of weapons or other dangerous contraband into the facility
- to detect the manufacture of weapons, escape devices, etc., within the facility
- to discover and suppress trafficking between staff and juveniles
- to check malicious waste or destruction of facility property
- to discover hazards to health or safety that may go unnoticed during routine inspections

Searching Juveniles

The search of a juvenile by Supervisors or careworkers requires expertise in search techniques and a professional attitude on the part of the staff. A juvenile should be informed, quietly and simply, of what is about to take place. The juvenile should not be touched any more than is necessary to conduct a comprehensive search.

Strip Searches

Strip searches shall be performed only on entry to the facility or when there is reason to believe that weapons or contraband will be found. A strip search shall be conducted by a staff member of the same gender as the juvenile being searched. Strip searches shall be performed visually and in an area that ensures privacy.

When conducting a strip search, the staff member should do the following:

- have the juvenile remove and step away from clothing
- have the juvenile run his/her hands through his/her hair
- have males lift their genitals; have females lift their breasts
- check backside and have the juvenile squat
- remove any bandages in the presence of the nurse

The juvenile's clothing should be searched carefully and returned to the juvenile as soon as possible.

Body Cavity Examination

A body cavity search must be authorized by the Director or designee and will be done only when there is probable cause that weapons or contraband will be found. Only medical staff (e.g., a doctor or nurse) may perform a body cavity search.

Manual or instrument inspection of body cavities shall be fully documented by medical staff. Copies of the documentation will be sent to the juvenile's file and to the Administrator for Program Operations. X-rays or instrument or surgical intrusions (including use of anoscope or vaginal speculum) shall be done for medical reasons only and must be authorized by the facility physician.

Frisk Search

A frisk search is used when a juvenile is returning from a trip outside the facility (e.g., court appearance, doctor's appointment). The juvenile should not be touched any more than is necessary to conduct a comprehensive search. When conducting a frisk search, the admitting staff member should do the following:

- inform the juvenile of the frisk search
- face the juvenile and have the juvenile place his/her feet apart and arms aside
- check the juvenile's hair, ears, nose, and mouth, including under the tongue
- check the juvenile's shirt collar, sleeves, shoulders, and underarms (check bra bands and under breast area for females)
- tuck thumb in waist band and, starting from front zipper, slide it all the way around waist
- check outside of legs to ankle and inside legs to groin

Housing Section Search

Searches of housing sections or rooms should be unannounced and on an irregular schedule and be performed by Supervisors or at least two careworkers. This search is designed to uncover contraband, prevent escapes, maintain sanitary standards, and eliminate fire and safety hazards. Each room shall be completely searched before it is occupied by a new juvenile.

Searches should be done systematically. Staff should begin on the right-hand side of the door and move around the room, inspecting the entire area, including the ceiling. They should probe holes and tears in mattresses, rugs, or tiles and check all light fixtures, cabinets, windows, sinks, toilets, and any personal items or books in the room. All personal clothing shall be carefully searched for contraband.

The room should be left the way it was found, never in disorder. Juveniles' personal property shall be respected and not willfully discarded, broken, or misplaced. Juveniles should be present at the time of the search. If they are unable to be present, they shall be given written notice after the fact and a list of any confiscated articles.

General Area Search

A general search is made by Supervisors of all areas of the facility. This may be done as needed and preferably with the knowledge and consent of the Administrators. After a general area search, a written report shall be filed with the Administrators describing the scope of the search, the results, and a list of any contraband found.

Search of Visitors

Visitors may be required to submit packages, handbags, and briefcases for inspection by facility staff. Staff may deny admission to the facility when they believe there is probable cause that a visitor may be concealing weapons or contraband. No search more extensive in scope than an electronic device or frisk shall be performed on visitors.

Visiting Area Search

Immediately before and after visiting hours, careworkers assigned to the visiting area must conduct a thorough search for contraband. Juveniles shall not be permitted in the area until the search is completed. All juveniles shall be frisked after visits.

Perimeter Search

Areas outside the facility (e.g., parking areas, juvenile delivery) must be routinely searched by the Building Supervisor for contraband.

Supplies and Food Stocks Search

All supplies and food stocks brought in by visitors must be inspected thoroughly before being issued to juveniles.

Mechanical Detection Devices

Mechanical detection devices may be used for security in locations such as the entrances to the facility and housing sections.

Use of Nonintensive Sensors

Nonintensive sensors or scanning devices shall be used instead of body searches whenever possible.

Disposition of Contraband

All contraband confiscated during searches shall be turned over to the Supervisor. The transfer of contraband shall be witnessed by two persons and a chain of evidence record shall be established. A report must be written describing the contraband and when and where it was found. This report shall be given to the Supervisor, who will initial and date the report and forward it, along with the contraband items, to the Administrator for Program Operations. The

Administrator for Program Operations shall either dispose of the contraband or forward it to the proper authority for appropriate action. Juvenile careworkers shall document any incidents of juveniles in possession of contraband.

 Sample Policies and Procedures Juvenile Detention Facilities	Policy Number	Pages
	9.9	2
Chapter	Related Standards	
Security and Control	3A-22	
Subject		
Key Control		

POLICY

To maintain the security of the facility, all keys necessary to the operation of the facility shall be issued from and maintained in the control center.

PROCEDURES

Accountability

The key control systems require simple and efficient daily checks of all keys and locks within the facility by the Supervisors. A current inventory of all keys and key blanks shall be kept.

Recording and Storing of Keys

Copies of all keys shall be stored by the Building Supervisor in a locked cabinet on numbered hooks. Keys shall be cross-indexed by alphabetical location of key use, cabinet hook numerical listing, and key numerical listing. The cabinet and the cross-index listing must be kept in separate secure areas. Both pattern and duplicate keys, identifiable by different colors, shall be kept for each lock. Only duplicate keys shall be issued for use.

Locations of Locks and Padlocks

Records of padlocks and blueprints or maps showing the location of all permanent locks shall be kept by the Building Supervisor.

Any change in lock location or duplication of any key must be authorized by the Administrator for Management Services.

Inventory of Keys

Keys shall be recorded and stored for accountability. Staff must sign for all keys permanently assigned. Receipts will be kept in the staff member's personnel folder and a copy will be kept by the Director.

Issue of Keys

Administrators, Supervisors, subordinate staff, and other persons approved by the Director will be issued a set of work keys with a separate identification number. These will be signed out with the Office Manager. All other work keys will remain in a secured key box in the particular living section to which the staff member is assigned.

When a staff member goes on duty, he/she is issued a set of keys. When the shift is completed, the keys are returned to the secured key box, and the Supervisor verifies that all keys have been accounted for. Staff must have specific approval from the Director to take a facility key home. To prevent juveniles from escaping from the facility, no juvenile careworker shall have a complete set of keys.

Lost or Misplaced Keys and/or Key Rings

A lost or misplaced key or key ring shall be reported verbally to the Supervisor immediately, stating which key was lost, when the loss was discovered, and any circumstances surrounding the loss. A written report shall be submitted as soon as possible to the Administrator for Management Services and the Supervisor.

Note: When security keys are lost or misplaced, proper security precautions must be taken to preclude use of the keys for unauthorized access or escape from facility areas. If security keys are lost or if there is sufficient reason to believe juveniles may have made impressions of the keys, locks shall be changed.

Handling of Keys

All staff will observe the following key control procedures:

- when on duty, staff shall keep facility keys in their possession at all times

- keys should be carried and used as inconspicuously as possible
- keys should be securely fastened by a chain to the belt and carried in the front pants pocket or in a leather pocket attached to the front of the belt
- the number of keys should be confirmed when exchanging keys from one staff member to another
- staff should avoid making reference to key numbers or any identifying information in the presence of juveniles
- keys must never be dropped—staff should exchange keys hand-to-hand, never tossing or throwing them
- staff should not use force to operate locks—if a lock does not function easily, the malfunction shall be reported to the Supervisor
- staff should not attempt to repair locks but should refer to an authorized locksmith or qualified staff member
- staff should return damaged or broken keys to the Section Chief for replacement
- juveniles are never permitted to handle work keys

Emergency Keys

Duplicate fire and emergency key rings shall be kept in separate secure locations, one of which is apart from the area containing operational keys. These keys should be marked to allow for identification by touch and shall be issued only in an emergency. The Administrator for Management Services shall routinely check all emergency keys and locks to ensure proper functioning. Emergency keys shall be color-coded in red on the key board.

Restricted Keys

Keys to restricted locations such as the food service stockroom, pharmacy, and juvenile records area are issued only to designated staff.

Duplication of Keys

Unauthorized possession, alteration, marking, duplication, manufacture, or impression-making of keys is prohibited. Any such incident shall be reported in writing to the Administrator for Management Services. If criminal acts are involved, the offender shall be referred for prosecution.

 Sample Policies and Procedures Juvenile Detention Facilities	Policy Number	Pages
	9.10	2
Chapter	Related Standards	
Security and Control	3A-23	
Subject		
Tool Control		

POLICY

Since the daily operation of the facility requires that staff have access to various tools and culinary equipment, a system of internal accountability shall be established.

PROCEDURES

Receipt of Tools

The Administrator for Management Services is responsible for enforcing tool control policies. The Building Supervisor is responsible for auditing tool inventories and color coding tools according to location, storage, and security level. Prior to issue, all tools shall be marked for inventory. A list of all tools received by the facility must be sent to the Administrator for Management Services, the Building Supervisor, and the Supervisor in the section where the tools will be used.

Tool Inventory Lists

A master inventory list of tools shall be prepared for each section where tools are stored and/or used. A complete set of master lists shall be kept in the office of the Administrator for Management Services. These master inventory lists must be typed, signed by the Supervisors, and kept in loose-leaf binders. Inventories shall be kept current and readily available for inventory and daily tool accountability.

Tool Inventory Control

An audit report of inventories, markings, and safe and secure storage of tools shall be forwarded by the Building Supervisor, along with suggestions for improving the accountability system, to the Supervisor and the Administrator for Management Services.

Issuance

The Building Supervisor is responsible for issuing and controlling hazardous tools, equipment, and supplies and is responsible for the disposal of all used containers and worn-out tools.

Marking of Tools

All tools shall be marked with an etching tool prior to issue and color coded according to tool classification by the Building Supervisor. For consistency, tools shall be marked with a one-inch-wide band of red paint at the point of least wear.

Storage of Tools

All tools shall be displayed on a shadow board.

Replacement of Tools

When a tool is worn out or broken, the Supervisor shall request a replacement. No change will be made in the inventory. However, a tool turn-in receipt shall be prepared, with copies sent to the Supervisor and the Administrator for Management Services. The original shall be forwarded, along with the unserviceable tool, to the Building Supervisor, who shall file the tool receipt and dispose of the old tool.

Lost Tools

Any tool noted lost shall be immediately reported by telephone to the Administrator for Management Services, the Administrator for Program Management, the Building Supervisor, and the Supervisor. A written report shall be submitted as soon as possible to the Director. This report shall identify the lost tool and the circumstances surrounding

the loss. A copy of the lost tool report shall be kept by the Building Supervisor and the Supervisor until the tool is found or, after three months, removed from inventory.

The Building Supervisor shall keep a file listing all tools reported lost or missing. All contraband tools confiscated during a search will be checked against this file. Identifiable and serviceable tools found shall be forwarded to the Supervisor, with written notice sent to the Administrator for Management Services and the Administrator for Program Operations. If the tool has already been replaced, the old tool will be placed in secure storage or destroyed.

Medical Section

Tool control in medical and dental sections presents unique problems. Surgical, dental, and other medical equipment shall be kept in the safest manner possible. Tools and supplies of a hazardous nature shall be kept by the medical staff in a locked storage area or container. Because of size and character, medical tools shall not be marked. Medical staff shall keep an accurate daily inventory of instruments such as scalpels.

A reserve stock of hypodermic needles and syringes shall be kept in a locked and secure area and a current and accurate inventory shall be maintained by the medical staff. Only the minimum number of syringes and needles for proper operation of the medical section shall be available for daily use. Each shift will maintain a daily perpetual inventory of all needles and syringes, by size. All used syringes and needles shall be crushed or disposed of safely and securely.

Food Service

All knives (except table knives), cleavers, ice picks, knife sharpeners, meat saws, etc., used by the food service shall be stored by the Food Service Supervisor in a steel knife and tool cabinet equipped with a shadow board and a secure locking device. This box shall be anchored to the wall in a fixed and easily visible location. All hazardous tools and knives shall be marked with a food service identification symbol, and knives shall be numbered consecutively to facilitate inventory. The Building Supervisor shall check this box at least once a week for accuracy. A report of this inspection will be forwarded to the Administrator for Management Services and the Food Service Supervisor.

Private or Contract Repair and Maintenance Workers

Private or contract repair and maintenance workers employed to work within the facility shall submit to an inspection and inventory by the Supervisor of all tools, tool boxes, and related equipment prior to admittance into and release from the facility. Nonstaff workers shall be escorted by a staff member while in the facility.

 Sample Policies and Procedures Juvenile Detention Facilities	Policy Number	Pages
	9.11	2
Chapter	Related Standards	
Security and Control	3A-24, 25	
Subject		
Use of Official Vehicles		

POLICY

To ensure proper use of official vehicles and guard against use of a vehicle in an escape attempt, the keys of all official vehicles parked in the facility parking lot shall be turned in to the control center whenever a staff member enters the secure portion of the facility.

PROCEDURES

Maintenance of Facility Vehicles

The facility will assign a staff member to be responsible for maintaining proper operating condition of official vehicles assigned to the facility. Gas tanks shall always be at least half full, and vehicles shall always be legally equipped and inspected.

Assignment of Official Vehicles

All official vehicles shall be assigned to staff by the Administrator for Management Services for the conduct of official business only. Keys for motorized vehicles shall be kept in the control center. A record of all keys issued shall be kept in the control center. This record shall include the following information:

- name of staff member to whom key is issued
- time and date of key issue
- purpose of trip
- time key is returned
- number of keys issued
- number on key ring

Windows shall be closed and doors locked at all times when a vehicle is not in use.

Use of Personal Vehicles for Official Business

Occasionally, staff may be required or permitted by the Director to use personal vehicles for official business. In such instances the following procedures shall be observed:

- only persons on official business shall occupy the vehicle
- all federal, state, and local laws and facility regulations shall be observed
- the trip authorization shall indicate clearly the purpose of the trip, points of departure and destination, and approximate dates and times of departure and arrival
- reimbursement for expenses shall be at a predetermined rate in accordance with the parent agency's travel regulations

Staff shall park personal vehicles in the assigned staff parking lot. All vehicles shall be locked and windows closed when not in use.

Insurance

Official vehicles are covered under the insurance policy of the county, jurisdiction, or facility. Any staff involved in an accident while driving a personal vehicle for approved official business is covered under the insurance policy of the county, jurisdiction, or facility.

Emergency Transportation

Ambulances shall be used in emergency situations. If the situation is too serious to wait for an ambulance, the official facility vehicle can be used. If it is not available, the senior staff person on duty may authorize the use of a staff member's personal vehicle.

In all emergency situations, the juvenile being transported shall be accompanied by two staff members. If possible, the juvenile's medical file should be retrieved. At the emergency facility, one staff member must maintain visual supervision of the juvenile at all times.

 Sample Policies and Procedures Juvenile Detention Facilities	Policy Number 9.12	Pages 1
Chapter Security and Control	Related Standards 3A-17, 26, 29	
Subject Control of Firearms and Other Security Equipment		

POLICY

To ensure the safety and security of facility staff and juveniles, no firearm or weapon shall be worn or carried in the facility unless it is during an emergency, and then only if it is carried by a police officer. At no time shall visitors be in possession of firearms or other weapons while inside the confines of the facility.

PROCEDURES

Availability

All security equipment, including chemical agents, shall be authorized only by the Director. The availability, control, and use of security equipment shall be the responsibility of the Administrator for Management Services. Type and quantity of security equipment shall be based on an analysis of the facility and juvenile population profile. The Supervisors and the Administrator for Management Services shall be the only staff within the facility with access to the security equipment storage area.

Handcuffs

Handcuffs will be stored in a safe and secure location and counted daily by the responsible Supervisor. All staff members will be sure that handcuffs do not leave the facility unless they are being used in transporting juveniles or for other security purposes. Serial numbers for all handcuffs will be recorded, and a monthly inventory will be reported to the parent agency.

Security equipment shall be issued after a receipt has been signed and duplicated. When the equipment is returned, its condition should be noted and a copy of the receipt returned to the staff member. The original copy of the receipt shall be retained in a file for one year.

	Sample Policies and Procedures Juvenile Detention Facilities	Policy Number 9.13	Pages 2
	Chapter Security and Control	Related Standards 3A-16—18, 27, 28, 30	
Subject Use of Force			

POLICY

To prevent the possibility of serious injury to staff and juveniles, only the minimal amount of force necessary shall be used to control a juvenile or situation in the facility. The use of force resulting in injury to staff or juveniles and the use of mechanical restraints shall be fully documented and reported.

PROCEDURES

Authority

Only the Director may authorize the use of force. Staff so authorized should use appropriate force when an escape is in progress or when danger to persons or property may ensue. In an emergency where prior authorization is not possible, a staff member shall use appropriate force and later justify his/her actions in a written report.

Levels of Force

Force, security equipment, and restraint equipment are intended to be used only as control measures and only when absolutely necessary. They are not intended and shall never be used as a means of punishment. Immediate medical attention shall be given to both staff and juveniles if injuries are sustained during use of force or restraint equipment. The following levels of force are authorized under the described circumstances.

Physical Handling

The first level of force available to a staff member is the use of his/her hands. Physical handling is justified to subdue unruly juveniles, separate participants in a fight, and in defending self, staff, juveniles, or other persons. It also may be used to move juveniles who fail to comply with lawful orders. As with any type of force, the amount of physical handling used shall be only as much as is reasonable and necessary under the circumstances.

Restraint Equipment

The use of instruments of restraint should be limited to the following situations:

- protection of a juvenile from self-injury
- prevention of injury to others
- precaution against escape during transfer
- for medical reasons under direction of medical staff
- prevention of property damage

Use-of-force Reports

The Director should be notified immediately when any type of force is used. A dated and signed written report, prepared by the staff member who employed force, shall be completed no later than the conclusion of that shift and shall include the following information:

- an accounting of the events leading to the use of force
- an accurate and precise description of the incident and reasons for employing force
- a description of the restraining devices, if any, and the manner in which they were used
- a description of the injuries suffered, if any, and the treatment given and/or received
- a list of all participants and witnesses to the incident

Disciplinary Action

When undue force is used the alleged staff member may be suspended or transferred to another facility until an investigation is completed.

Sample Physical Restraint Report

Physical Restraint Report

Date:

Name of Juvenile:

Unit:

Place Where Incident Occurred:

Time That Incident Occurred:

Witness(es):

Incident Requiring Juvenile to be Restrained (describe fully):

Signature of Staff Member:

 Sample Policies and Procedures Juvenile Detention Facilities	Policy Number	Pages
	9.14	4
Chapter	Related Standards	
Security and Control	3B-07, 11, 13	
Subject		
Facility Security Threats		

POLICY

Specific procedures to be followed in emergency situations that pose a threat to the security and control of the facility shall be written and made available to appropriate staff by the Director. These procedures shall be reviewed and updated at least annually.

PROCEDURES

Security Threat Plans Development

The Director shall develop specific plans for situations that threaten the security and control of the facility including escapes, riots and hostage incidents.

Emergency Communications

The emergency communication center or control center staff provide primary communications by telephone and secondary communications by radio, intercom, and walkie-talkies to:

- the staff member in control at the scene
- staff at the main entrance
- staff on perimeter patrols
- staff on stand-by
- local police

The public address system also shall be available for use in emergency situations.

Disturbance or Riot Control

The Supervisor shall notify the Administrator for Program Operations as soon as possible of any incident of group destructiveness in an open program area. Staff on hand should be mobilized, functions of various staff should be defined, and extra assistance should be obtained. If necessary, the Supervisor should call the local police department.

Staff should remove nonparticipating juveniles from the area and separate members of the group. Most groups can actually be reduced to one by playing on the weaknesses inherent in the group.

When control is regained, key juveniles should be isolated and confined. Programs should be restored for other juveniles and any damage should be cleared away. Designated persons shall counsel both the participants and nonparticipants as necessary. All participating staff shall write a factual account of the occurrence for inclusion in the incident report to the Director.

The Administrator for Program Operations or the Supervisor shall mobilize as much extra assistance as is needed and define each staff member's role in attempts to control destructive behavior in living areas. During daytime hours, nonparticipating juveniles may be moved into sections away from the area and supervised by staff.

Staff should confine participating juveniles to their rooms. Should physical force be necessary, more than one staff member should be present. Staff should remove towels, bedding, mattresses, nightwear, shoes, books, toilet paper, and soap. The juvenile may assist in clearing up any damage, if possible; if not, staff should proceed to clear it. The senior staff member shall write the incident report for the Director.

Sit-down Strikes

The Administrator for Program Operations or Supervisor shall mobilize and define the functions of the staff in response to a sit-down strike. The group should be divided and the leader or leaders isolated. Staff should talk to group leaders to determine reasons for the strike and initiate resolution procedures.

Hunger Strikes

In the event of a hunger strike, juvenile careworkers shall offer food at each meal to the juvenile, make a note in the logbook of the juvenile's response, and notify the caseworker the next day.

Hostages

Facility policy states that no trades will be made to secure the freedom of hostages. If a staff member has been taken hostage, there is a risk that the juveniles may have a complete set of keys to the facility and a take-over of the facility could occur. Specific areas can be secured, however, where juveniles cannot gain access.

If a staff member is taken hostage, he/she should do nothing that will excite the juveniles. As soon as another staff member becomes aware of the situation, he/she should notify the control center. The following areas should be secured:

- recreation and delivery doors
- main corridor door
- the administrative office

These areas can be secured from the inside, and juveniles will not have keys or access to these doors.

The complete hostage plan shall be available to Supervisors only. Confidential sections shall be made available to designated staff.

Escapes

In the event a juvenile attempts to escape from the facility, every reasonable effort should be made to regain custody while the juvenile is on the grounds of the facility. Staff should not engage in acts that could endanger the safety or well-being of the juvenile, themselves, or other staff. The staff member discovering the escape should activate the alarm and notify the control center and the Supervisor of all known information, such as the name and description of the juvenile and the location he/she was last seen.

The Supervisor will:

- secure the area
- secure and maintain control of the other juveniles
- direct staff in the pursuit of the escaping juvenile
- order a grounds and perimeter search
- notify the local police department
- alert the medical staff to be on stand-by in the event of any injuries

Apprehension

Juveniles shall be apprehended in a manner that presents the least amount of risk of injury to both the juvenile and staff. Only the amount of force or restraint that is necessary to complete the apprehension shall be used. Handcuffs may be applied. Once the juvenile is under control, he/she will be returned to the facility discipline unit.

Follow-up

The Supervisor will notify the police, the facility Director, the juvenile's parents/guardians and the juvenile's probation officer once the juvenile has been apprehended. All staff involved in the escape activities will prepare a report about the incident to be forwarded to the Director and a copy placed in the juvenile's file. A meeting will be held to determine the facts and complete an analysis of the escape.

Attempted Suicide

On discovery of an attempted suicide of a juvenile, the following actions will be taken by the Supervisor:

- if the juvenile is hanging, he/she should immediately be cut down to allow breathing
- if the juvenile has sustained noticeable injury or shows symptoms of having swallowed a poisonous substance, first aid should be administered immediately
- the medical staff should be notified as soon as possible
- if a self-inflicted injury is of such a serious nature that the life of the juvenile is in danger, an ambulance should be requested immediately
- if the juvenile can be moved without imperiling his/her life further, he/she should be moved to a private room and made as comfortable as possible
- the juvenile should be kept under constant and close observation pending arrival of the medical staff or ambulance
- if the juvenile cannot be moved, he/she should be made as comfortable as possible
- any other juveniles should be moved out of the immediate area
- all recommendations of the medical staff will be complied with

- the Director, the Administrator for Program Operations, the juvenile's parents or guardians, and the juvenile's probation officer should be notified as soon as possible

Regardless of the seriousness of the attempt, including cases where a juvenile is discovered making the arrangements for a suicide attempt, the facility medical staff should be notified by telephone as soon as possible. If conditions are such that the juvenile careworker is unable to do this within a reasonable length of time, another staff member should do so.

Sample Critical Incident Report

Critical Incident Report (to be completed by the Director)

Director:

Juvenile/Staff/Facility Involved:

Type of Incident:

Death

Crime

Suicide Attempt

Serious Accident/Injury

Major Group Disturbance

Fire/Arson

Physical Force Resulting in Injury to Juvenile

AWOL (Classified for Restrictive Cases)

Other (Specify)

Date of Occurrence:

Time: a.m./p.m.

Specific Location:

Description of the Incident (Give brief summary here and attach a detailed narrative, if necessary):

Describe Action (1) Taken: (2) To be taken: (3) Recommended:

Initial Report By:

Title:

Reported to:

Title:

Report Date:

Time: a.m./p.m.

Oral/Written (circle one)

Additional Remarks:

Report Forwarded to:

Title

Additional Copies to:

Report Completed by: Name:

Title:

Signature:

Date:

CHAPTER 10

SAFETY AND EMERGENCY PROCEDURES

COMMENTARY

This chapter encompasses American Correctional Association Standards 3-JDF-2A-03, 04, and 3B-01—05, 08—12. The policies discuss safety and emergency procedures, and many of the standards are mandatory.

Safety and emergency policy and procedure go to the heart of caring for juveniles in confinement because our first responsibility is to protect juveniles from injury or death due to fire or other emergency situations. The chapter makes frequent reference to local and state regulations and these sources within the jurisdiction should be consulted.

 Sample Policies and Procedures Juvenile Detention Facilities	Policy Number	Pages
	10.1	2
Chapter	Related Standards	
Safety and Emergency Policies	3B-05	
Subject		
Control and Use of Flammable, Toxic, and Caustic Materials		

POLICY

Strict control of the procurement, storage, and inventory of all flammable, toxic, and caustic materials shall be maintained.

PROCEDURES

Prior to making any purchase, careful attention should be given to a product's label. Often seemingly harmless items can be extremely hazardous under certain circumstances (e.g., polyurethane foam emits toxic fumes when burned). Every effort should be made to replace a hazardous substance with one less hazardous in nature or less likely to be abused in a detention setting.

Hazardous Materials

The following list contains some of the more commonly used items that require special handling and storage:

- gasoline
- insecticides
- lye
- antifreeze
- caustic acids
- yeast
- explosives
- cleaning fluids
- pharmaceuticals
- paint thinners
- flammable and combustible liquids
- other poisonous substances

Use of Flammable Materials

Where flammable liquids are used, proper ventilation shall be provided. Under no circumstances shall gasoline be stored in the facility or used for cleaning. Commercial solvents, cleaning liquids, or kerosene with a flash point above 100 degrees Fahrenheit shall be used and stored properly.

Juveniles shall not have access to or use any of the items listed above, nor any other materials determined hazardous by the Administrator, unless direct and constant supervision is provided.

Storage Facilities for Flammable and Explosive Items

National Fire Protection Association (NFPA) requirements shall be closely observed in storage of flammable liquids. Variances may occur due to facility and program codes and regulations. Any variances must be approved in writing by the local fire inspection authority.

Flammable liquids shall be kept in covered containers when not in use and shall be limited in quantity when located outside of a fireproof storage room or cabinet.

Inside a building, flammable and combustible liquids shall be drawn from or transferred into containers through a closed piping system, e.g., from safety cans with an approved self-closing system. Inside storage rooms for flammable and combustible liquids shall be of fire-resistant construction, have self-closing doors (fire doors) at all openings, four-inch sills, four-inch depressed floors, a ventilation system that provides at least six air changes each hour within the room, and electrical wiring approved for use in hazardous locations.

Outside storage areas shall be protected against tampering or trespassing and shall be kept free of weeds, debris, and other combustible materials not necessary to storage.

Poisonous material shall be stored in securely constructed containers inside locked rooms and be available for use only to staff members authorized by the Administrator.

Inventory Control

Caustic, poisonous, flammable, or hazardous fluids, substances, or chemicals shall never be stored in living areas.

Each section shall keep an inventory of all types and amounts of these materials. A designated fire and safety officer shall inspect all storage areas and inventories weekly and note any discrepancies in a report to the Director.

Annual Review

This policy shall be reviewed at least annually, and revised as needed.

 Sample Policies and Procedures Juvenile Detention Facilities	Policy Number 10.2	Pages 4
Chapter Safety and Emergency Policies	Related Standards 2A-03, 04, 3B-01 - 04, 10, 12	
Subject Fire Safety		

POLICY

Juveniles, staff, and visitors are provided with a safe environment through the effective use of fire prevention and safety inspections. The facility shall comply with local fire safety codes regarding exit requirements, fire system inspections and quarterly tests, annual fire inspections, and locations of fire equipment in the facility.

PROCEDURES

The Director shall have overall responsibility for safeguarding juvenile housing and will use the Life Safety Code of the National Fire Protection Association (NFPA) as a guideline. Any variances from the NFPA code shall be approved specifically, in writing, by the local fire safety authority.

Building Material

All interior finish shall be Class A as defined by NFPA. All material, except floor coverings, shall have a flame spread rating of less than 25 and a smoke development rating of less than 450 as certified by an acceptable testing laboratory.

Walls and Partitions

All new wall and partition construction shall be of masonry or steel studs with sheetrock or plaster. No wood framing shall be used in future construction of juvenile housing areas. Existing walls not meeting standards shall have combustible paneling removed and replaced with five-eighths-inch gypsum board on both sides of the wall. Fire stops must be used between wood studs before applying new wall covering. Walls may be painted or covered with material as long as the material has a Class A finish rating.

Ceilings

Ceiling material must meet Class A fire rating. Existing ceiling materials not meeting this rating or that have accumulated enough coats of paint to make the rating invalid shall be scraped and repainted.

Floor Coverings

Upkeep and excessive wear are prime considerations in evaluating type and choice of floor covering. However, all carpeting not meeting requirements must be removed.

Furnishings

Polyurethane padding on furniture and cubicle dividers of plywood or plastic are prohibited unless specifically approved by the local fire and safety authority. Wood furniture and cubicle dividers clad with laminate, meeting Class A interior finish ratings, are acceptable.

Curtains, Drapes and Blinds

All curtains, drapes and adjustable blinds shall be made of Class A-rated materials. Any existing combustible window coverings must be removed.

Trash Receptacles

Receptacles located throughout the facility shall be monitored by all staff to reduce the possibility of fire. Trash receptacles shall be constructed of fireproof material; be readily accessible; be outside and covered with tightly fitted lids; and be emptied and cleaned at least daily.

Smoking

Smoking will be permitted in designated areas only.

Fire Prevention

Facility staff shall always be on the lookout for fire hazards such as altered electrical outlets, overloaded electrical units, expended fire extinguishers, and improper trash storage. It is essential that all staff make fire prevention a basic part of their daily activities. All staff shall be attentive to maintaining good housekeeping standards to augment fire safety, including:

- proper storage of combustible material
- prevention of hazardous electrical situations
- training for juveniles in fire safety procedures
- fire drills
- fire control equipment checks

Fire Inspections

There shall be three separate and distinct fire inspections within the facility. Weekly fire inspections shall be conducted by a staff member who has received training in and is familiar with the safety and sanitation requirements of the local fire and safety authority. Monthly inspections shall be conducted by the fire safety officer to ensure compliance with the local authority's safety and fire prevention codes. The fire safety officer shall receive a minimum of forty hours of training in safety and fire prevention, and shall provide on-the-job training to staff regarding applicable regulations and inspections, including the use of checklists and methods of documentation. Annual inspections by the local fire and safety authority shall be conducted. Following this inspection, every effort shall be made to correct all deficiencies noted. When corrections are complete, the Director shall notify the local Fire Inspector who shall reinspect the facility.

Fire Plan Development and Training

The fire safety officer shall develop an adequate fire plan and shall have the authority and responsibility for plan implementation. Familiarity with the fire plan and the procedures to be followed in the event of a fire shall be included in the orientation process for all new staff. Provisions for follow-up and supplemental training in fire procedures shall be coordinated with the local fire and safety authority.

Distribution of the Fire Plan

A copy of the fire safety plan shall be posted by the fire safety officer in each building in the facility. A copy of the general emergency instructions shall be displayed in a conspicuous place in each section along with a drawing of the floor plan for that area which reflects the location of fire extinguishers, exits, and emergency equipment.

Fire Plan Procedures and General Instructions

The staff member first detecting the fire shall notify the control center immediately by activating the closest fire alarm and calling the control center to report the emergency with an exact description of the situation. The description should include the severity, location and spread of the fire, as well as the smoke color.

Smoke Color: The color of the smoke can indicate the type of fire and the danger of the situation.

- yellow smoke is indicative of toxic gases. Evacuate immediately. Do not attempt to extinguish
- grey-brown wisps of smoke are indicative of an electrical fire. Stay clear and evacuate immediately
- grey-black smoke is indicative of a primary fire. Extinguish if possible after an evacuation of the immediate area. Do not attempt to extinguish in thick smoke

Responsibilities of Involved Staff: All staff directly involved shall:

- unlock and release juveniles from all rooms
- turn off all electrical switches
- close all windows and doors
- initiate evacuation procedures and take a count of juveniles
- remain at assigned evacuation posts until all juveniles have been evacuated
- leave the fire site undisturbed. If fire extinguishers are used, short bursts shall be used at the flame base. Do not disturb the extinguished powder by prodding or fanning. Additional extinguishing powders shall be used if necessary.

Responsibilities of Responding Staff: All staff responding to the emergency shall:

- assist in the immediate evacuation of juveniles
- render medical attention pending the arrival of medical staff
- double check all rooms and the count

Responsibilities of the Administrator: The administrator shall:

- direct the evacuation
- dispatch a staff person to meet responding fire department personnel and direct them immediately to the fire access area
- ensure that anyone needing medical attention is given first aid and/or sent to the hospital
- notify the Director of any injuries. The Director shall then notify parents and the parent agency.
- supervise the movement back into the area once it is safe
- ensure that all reports are complete

Fire Drills

Fire drills shall be conducted monthly at the direction of the fire safety officer as follows:

- the fire safety officer shall schedule the drills and notify the Director, Assistant Director and Administrators of the scheduling. Drills will be scheduled during each shift and on varying days of the week. Prior notification of the drill shall be limited to increase drill effectiveness.
- the Director and the fire safety officer shall monitor drill operations
- the drill shall begin when the fire location is established and not complete until all juveniles and staff assigned to the location have been evacuated and identified
- when the building is clear, counts shall be conducted
- fire drills shall be timed to measure effectiveness and efficiency of the fire plan
- during periods when facility security would be severely jeopardized, actual evacuation of dangerous juveniles may not be included in a fire drill. In such cases, staff shall perform their required fire drill roles or activities as usual.

Authority and Responsibility During a Fire

During an emergency situation, the Director or highest ranking staff member on duty shall have absolute and total authority for decisions made affecting the facility, the emergency, and security of the premises. Upon arrival, the local fire department shall be delegated sufficient authority to control and extinguish the fire.

Fire-related Duties for Control Center

When notified of a fire, control center staff shall initiate the following procedures:

- immediately call the fire department through 911 or the local emergency number and provide all available related information and the exact location of the fire
- notify the affected areas, if necessary, to begin evacuation procedures. This notification shall consist of both telephone instructions to the staff, when possible, and verbal instructions via the public address system.
- advise all radio units of the fire situation and direct available staff to proceed to the affected area
- make all emergency keys available to authorized staff immediately upon notification of the fire
- alert the medical section
- begin notification of staff on the emergency notification roster
- maintain an accurate record of notifications and times pertaining to the fire in the emergency log

Fire-related Duties of Other Staff

Maintenance staff shall be notified and placed on stand-by alert to perform any necessary emergency repair work. Medical staff shall be placed on stand-by alert to treat any injuries.

Fire Plan Review

The Administrator shall review the fire and emergency plan as specified in this document. The fire and emergency plan shall be revised and updated as needed.

Post-fire Investigation

A facility staff member shall be assigned by the Director to perform post-fire investigations on all major fires. The investigator shall be responsible for conducting a thorough investigation of the incident and providing recommendations regarding juvenile and/or staff accountability. This investigation shall be conducted in conjunction with the local fire department officer on the scene and the state Fire Marshal. Reports shall be prepared of all investigations and forwarded to the Director. Copies will be sent to the parent agency.

Firefighting Equipment and Personnel

Firefighting equipment and personnel are available to the facility through the local fire department. The central emergency number for fire, paramedic, and ambulance assistance from the fire department is posted on every phone in the facility. The central emergency dispatcher should be provided all information necessary to enable dispatch of the unit nearest the facility.

Emergency Equipment Related to Fire Control

The Administrator shall have responsibility for ensuring that adequate emergency equipment is located throughout the facility and is kept in good repair. Testing of equipment by local fire officials shall be done at least quarterly. An annual inspection by local or state fire safety officials for compliance with NFPA codes, including adequacy, condition, and availability of fire equipment shall be conducted.

Alarms

Fire alarms will sound an alarm clearly audible throughout the facility. Alarm systems and/or direct line telephone communications to the fire department shall be located in readily accessible staff-controlled areas.

Smoke Detectors

All living units shall be equipped with smoke detection systems designed and installed to provide early warning of smoke within the juvenile living unit. Alarm systems shall be interconnected and run on AC electrical current to alert the entire facility when a detector sounds off.

Automatic Sprinklers

Security-safe automatic sprinklers are installed in the housing sections and the main storerooms. Sprinkler systems are connected to an annunciator panel in the control center. Clearance between sprinkler deflectors and the top of the storage area shall be in accordance with NFPA guidelines for combustible and noncombustible commodities.

Emergency Lighting

All sections of the facility shall have emergency lighting installed that provides sufficient illumination to exit. All groups areas, hallways, and facility exits shall have two illuminated exit signs.

Generator and Radio Transmitter

An emergency power generator and radio transmitter are located inside the powerhouse to provide emergency lights, power, and communication. This equipment shall be tested at least once a month by the Building Supervisor and a report forwarded to the Director.

Hydrants

Fire hydrants are accessible and properly maintained. The water supply system is regularly checked to ensure that adequate pressure and flow are maintained for operating the fire protection equipment.

Standpipe Hose

All housing sections have standpipe hose stations conveniently located and with adequate footage of hose, not to exceed 100 feet per station, to reach all areas. Standpipe hoses are equipped with adjustable, nonmetal nozzles. (Brass and other metals used in nozzles are unsafe when used around electrical equipment or outlets and can be used as a weapon.)

Extinguishers

Fire extinguishers for various types of fires are placed throughout the facility, particularly in staff-controlled areas. Extinguishers shall be placed in cabinets with break-glass fronts or cabinets that can be easily opened. Fire extinguishers should be conspicuously located and mounted where they are readily available. Extinguishers may be hung by wall mounts throughout the facility.

Only fire extinguishers that are clearly marked as to the types of fires they are made to control shall be used. Carbon tetrachloride fire extinguishers shall not be used under any circumstances. Due to the danger sulfuric acid poses as a weapon, soda acid fire extinguishers should be replaced with pressured water extinguishers.

Extinguisher Servicing: Portable extinguishers shall be kept in fully charged and operable condition and stored in designated places. Every extinguisher shall have a current, valid inspection tag securely attached showing the last maintenance or recharge date. Discharged extinguishers shall be immediately replaced and recharged. Testing shall be performed by an extinguisher service company.

Annual Review

This policy shall be reviewed at least annually, and revised as necessary.

 Sample Policies and Procedures Juvenile Detention Facilities	Policy Number 10.3	Pages 3
Chapter Safety and Emergency Policies	Related Standards 3B-10—12	
Subject Facility Emergency Plans		

POLICY

Specific procedures to be followed in emergency situations shall be made available to all staff. They shall be reviewed and updated at least annually and sent to appropriate local authorities. All staff shall be trained in emergency procedures. The emergency plans shall be conspicuously posted in the facility showing graphically how to evacuate each area of the facility.

PROCEDURES

Security

Every effort shall be made by staff on duty to prevent escapes during an emergency; however, safety of the juvenile shall take precedence over the matter of security.

Evacuation Procedures

The Administrator for Management Services shall ensure the existence of emergency evacuation plans. The evacuation plan shall include the route of evacuation and the subsequent disposition and housing of the juveniles as well as provisions for the immediate release of juveniles from locked areas. Also included are provisions for medical care and emergency transportation for injured juveniles and staff. The plans should provide evacuation plans for visiting areas and areas accessible to visitors that clearly indicate primary and secondary exits. There shall be a notification procedure for contacting additional law enforcement personnel for assistance.

Authority and Responsibility During an Emergency

During an emergency situation, the Director or highest ranking staff member on duty shall have absolute and total authority for decisions made affecting the facility, the emergency, and security of the premises.

Emergency-related Duties for Administrative Office

When notified of an emergency, staff shall notify the affected areas, if necessary, to begin evacuation procedures. This notification shall consist of both telephone instructions to the Supervisor, when possible, and verbal instructions via the public address system. Staff shall advise all radio units of the emergency situation directing available staff to proceed to the affected area. All emergency keys shall be made available to authorized staff immediately upon notification of the emergency. All staff on the emergency notification log and the medical section must be alerted. An accurate record of all notifications and times pertaining to the emergency shall be kept in the emergency log.

Emergency-related Duties of Physical Plant Staff

Maintenance staff shall be notified and placed on stand-by to perform any necessary emergency repair work.

Emergency Review

The Administrator for Management Services shall review the emergency plan as specified in this document annually and revise and update if necessary.

Severe Weather (Tornados, Hurricanes, Earthquakes, Floods)

All staff shall be familiar with the alarm and warning signals used to alert the population. A battery-powered radio with weather station shall be operable at all times.

Juveniles shall not be allowed outside the facility if threatening weather conditions are present. In severe thunder and electrical storms, juveniles should stay away from windows and should refrain from using plumbing, telephones, and electrical appliances.

Weather Watch

A weather watch means that a certain weather condition may develop. All staff should be notified of the impending weather conditions. Emergency shelters should be checked to ensure that they are in the proper condition, and one telephone line should remain open at all times to receive emergency calls.

Weather Warning

A weather warning means that a certain weather condition has developed and will probably affect those areas stated in the weather bulletin. The Director or highest ranking staff member shall determine whether the juveniles need to move to emergency shelter and, if necessary, move the juveniles to the emergency shelter. Staff should take a head count to ensure that all juveniles are accounted for. Staff should have flashlights and carry portable radios to keep informed of changes in the weather conditions. Staff and juveniles shall remain at the emergency shelter until the Director or highest ranking staff member has determined that it is safe to return, based upon weather bulletins.

Gas Leak/Power Failure

Any odor of gas should be investigated, and strong odors of gas or gas leaks will mean the immediate evacuation of the facility and contacting the gas company and/or the fire department. No one will reenter the facility until gas company or fire department personnel give the all-clear.

Emergency lights will come on if power fails, but additional flashlights will be kept in the facility for added emergency lighting. Any power failure should be reported to the gas and electric companies. If a power outage is to be prolonged, arrangements will need to be made to take care of juveniles and perishable foods until power is restored.

Bomb Threats

When receiving a bomb threat over the phone, remain calm at all times and log all information thoroughly in the log book. Try to keep the caller on the phone as long as possible by prolonging the conversation and asking questions regarding the bomb: location, when it is to go off, physical description, and projected magnitude of explosion. Ask the caller his or her name and why he/she wants to plant the bomb. When the caller stops talking, do not hang up. When the receiver is not hung up, the caller is kept on the phone longer, and the possibility of tracing the call is greater. Notify the administrative officer or designee and the police. Evacuate the building immediately. The search for the bomb is to be conducted by the police or under their direction. Do not touch any lights, switches, mail, or packages. Search areas described by the caller first. Report any suspicious item to the bomb squad.

Emergency Medical Care

In the event a juvenile or staff member requires medical care, the following steps shall be taken:

- determine the nature of the injury or illness with as much detail as possible
- notify appropriate medical personnel or emergency medical ambulance services, depending on the nature and extent of the illness or injury. The phone number of the fire department shall be conspicuously posted near each phone.
- if the juvenile or staff member can be moved, he or she shall be assisted to the appropriate medical services for diagnosis/treatment
- if the juvenile/staff member cannot be moved, the emergency medical ambulance service will be called
- in a minor emergency, the Director or designee shall be notified and will arrange transport of the juvenile or staff member in a facility vehicle or personal vehicle
- the Director should be notified (verbally) immediately of the juvenile's injury/illness and a report of the incident shall be written within twenty-four hours of the incident

Death, Homicide, Suicide

If death, homicide, suicide or attempts are made, notify the Director immediately. Directions for further actions and investigations will be determined by administrative personnel.

Emergency Plans Training

Familiarity with emergency plans and the procedures to be followed in the event of an emergency shall be included in the orientation process for all new staff. Provisions for follow-up and supplemental training shall be the responsibility of the fire safety officer.

Other Facility Emergencies

Other emergency situations that would not normally involve evacuation of the premises are addressed in appropriate sections of the policy and procedures manual. Situations that pose a threat to the security and control of the facility can be found in Chapter 9.

Annual Review

This policy shall be reviewed at least annually and reviewed as necessary.

	Sample Policies and Procedures Juvenile Detention Facilities	Policy Number 10.4	Pages 2
	Chapter Safety and Emergency Policies	Related Standards 3B-08, 09	
Subject Preventive Maintenance Program			

POLICY

To provide for emergency repairs, replacement of equipment and general upkeep, a written plan for preventive and ongoing maintenance of the physical plant and equipment shall be developed.

PROCEDURES

Program Responsibility

The Administrator for Management Services shall create preventive maintenance routines for critical items of building systems and equipment to minimize out-of-service time due to failures as well as to reduce costly breakdown repairs. The Administrator shall also detect maintenance deficiencies in their early stages of development and take corrective action as well as respond to reports from staff regarding physical plant or equipment damage. The Administrator shall then plan and schedule all resulting work to provide a reasonably controlled work flow.

Inventory of Plant and Equipment

The Administrator for Management Services shall be responsible for an inventory of all equipment and buildings. An identification number shall be assigned to each item and affixed to the unit. The inventory shall be kept current at all times.

Inventory Records

Inventory records shall include all buildings listed on the records sheets in numerical order; all installed equipment within each building listed under that building's entry; a description of the equipment, including make, model, and serial number; and a check list of numbers or codes that apply to each item.

Inspection Check Lists

The preventive maintenance inspection check list maintained by the Administrator for Management Services shall:

- contain a description of the servicing, checks, and/or adjustments that must be performed during inspections
- be based on manufacturers' service manuals
- be updated as various types of equipment and systems become available

Inspections

The Administrator for Management Services shall conduct regular inspections of buildings and equipment using an inspection check list. Emergency equipment and systems such as power generators, batteries, stand-by lighting, fire extinguishers, communications systems, and alarms shall be tested frequently, and at least quarterly.

Corrective Action

Repairs or replacement of malfunctioning equipment or physical plant shall be performed as soon as possible, with emergency equipment or repairs being done immediately. Completed work orders shall be kept on file in the Administrator for Management Services' office.

Facility Evaluation and Annual Report

A facility evaluation shall be conducted by the Administrator for Management Services at least annually. Items evaluated shall include an inspection of the physical plant and equipment, a maintenance schedule, inspection check lists, prior evaluation reports, inventory records, work requests, and completed work orders.

A report of the evaluation shall be prepared and forwarded to the Director and the parent agency.

**Sample Building Services Request
Combined Damage and Repair Report**

**Building Services Request
Combined Damage and Repair Report**

Date: _____ Time: _____ a.m./p.m.

Location: _____

Request: _____

Department: _____

Damage Incurred: _____ Damage: Accidental/Deliberate

Who Created Damage: _____

Reporting Staff Member: _____

Cost of Repair: _____ Nature of Repair: _____

Building Supervisor: _____

Outside Source: Yes/No

CHAPTER 11

RULES AND DISCIPLINE

COMMENTARY

This chapter encompasses American Correctional Association Standards 3-JDF-3C-01—21; 3E-01—05.

Prior to implementing policies or procedures based on these samples, local counsel in the facility's jurisdiction shall be consulted to determine compliance with state and local regulations.

Information from many sources was evaluated and used in an effort to present samples complying with ACA standards and current judicial rulings. No section of this manual is more consistently the subject of juvenile grievance and litigation than rules and discipline.

 Sample Policies and Procedures Juvenile Detention Facilities	Policy Number 11.1	Pages 2
	Chapter Rules and Discipline	
Subject Rules and Regulations		Related Standards 3C-01—04, 07, 09

POLICY

Rules of conduct and the penalties that may be imposed when the rules are broken are included in the Juvenile Rule Book, which is designed to be used as a guideline for both juveniles and staff.

PROCEDURES

Rule Book Distribution, Interpretation, and Translation

A copy of the Juvenile Rule Book, containing chargeable offenses and the penalties that may be imposed, will be given to each juvenile on admission. Arrangements will be made by the Supervisor for translation or interpretation for any juvenile who has a problem with reading or understanding any portion of the Rule Book. Juveniles will sign an acknowledgement of receipt of the Rule Book. This signed receipt shall be kept in the juvenile's file.

Staff Training

All staff members will be given a copy of the Juvenile Rule Book. Staff that have direct contact with juveniles will receive at least two hours of annual in-service training to ensure familiarity with the rules, the sanctions available to them, and the rationale for the rules.

Offense Priority

Prior to initiating a report or a disciplinary action, careful attention should be given to the rule book to determine the seriousness of the offense. In order of increasing seriousness, some examples are:

Horseplay: This is a minor offense. However, it is important that the staff member knows the difference between two juveniles who are simply playing around and two who are attempting to cover up a more serious problem.

Being Out of Assigned Area: This could be an absence in the classroom or from the location of an assigned errand and is an issue of intent. In most cases, this is a relatively minor offense when considered on a one-time basis.

Failure to Carry Out Assignment: Again, a single incident would be considered minor. The frequency with which this behavior repeats itself determines the seriousness.

Aggravating or Harassing Others: This could cover such areas as language, making fun of, or in any other way holding a peer up to ridicule.

Verbal Disrespect: This must be confronted and could conceivably be considered for disciplinary action, but it is not considered to be uncontrolled behavior.

Destruction of Property: The seriousness will be affected by the degree of destruction and the value of the property destroyed. Staff must always distinguish between intentional and accidental destruction.

Stealing: The seriousness will be affected by the value of what is stolen.

Sex Offense: This involves voluntary participation, not a forced encounter. Once force is used, the offense becomes assault and is of a much more serious nature.

Disobeying a Direct Order: Refusal to stop or refusing to initiate a particular behavior or activity ordered by a staff member is considered an offense.

Intimidating or Threatening: Intimidating or threatening another person must be considered a serious offense warranting significant consequences.

Possession of Contraband: Being in possession of any item that can be used as a weapon or for purposes of escape (e.g., matches) or that has not been specifically authorized (e.g., money) is considered a serious offense.

Verbally Uncontrolled: When a juvenile is cursing, threatening, and, after being warned to cease, has refused to do so.

Gang Activity: Any independent grouping for the purpose of intimidating other juveniles or staff.

Absent Without Leave (AWOL) or Escape: This is a law violation and would warrant placement of charges with the court. An attempted escape warrants immediate room restriction.

Fighting: Any physical violence should be considered one of the more serious offenses and warrants immediate room restriction.

Assault: An intentional physical attack on an individual that inflicts serious injury or harm should be considered a very serious offense and warrants immediate room restriction. In addition, placement of charges with the court may be indicated.

Discipline

Staff will make every effort to maintain control of juveniles through methods of positive reinforcement, such as an incentive system, which involves rewarding desirable behavior and not rewarding undesirable behavior. Rewards may include participation in special activities.

Discipline will be administered to create a learning experience for the juvenile and will be commensurate with the seriousness of the misbehavior. Discipline will never be administered in a way that would degrade or humiliate the offender. The following actions will never be used as a means of discipline or punishment:

- corporal punishment
- physical restraint
- psychological intimidation
- denial of regular meals
- denial of medical care
- denial of sufficient sleep
- denial of sufficient exercise
- denial of contact with parents/legal guardians
- denial of legal assistance

Room restriction will be used only when it is absolutely necessary for the protection of juveniles or staff or for controlling self-destructive behavior. The juvenile will be returned to his/her regular program as soon as possible. All disciplinary action will be reviewed by the Supervisor and the Administrator.

Physical restraint is used only when the juvenile is acting in a manner that is assaultive, injurious, or dangerous to the juvenile, other juveniles, staff, or property. As part of ongoing training, staff shall be trained in techniques of physical restraint.

Based on the facts of the incident, only the Supervisor or his/her designee may authorize temporary room restriction and/or use of physical restraint. For room restrictions beyond the initial cooling off period of one hour and/or the use of physical restraint, the staff member shall write an incident report that describes the juvenile's behavior and note the juvenile's room restriction in the log. The log shall contain the following information:

- name of the juvenile
- date and time of restriction/restraint
- name of the staff member requesting restriction/restraint
- name of Supervisor authorizing restriction/restraint
- reason for restriction/restraint
- date and time of release from restriction

The staff member responsible for monitoring the juvenile during the period of restriction shall keep a room confinement check sheet. The juvenile should be checked on every fifteen minutes, and a note should be made on the check sheet each time. The incident report and the room confinement check sheet are to be placed on file after the juvenile is released from restriction.

Annual Evaluation and Review

The Administrator shall review the policies relating to juvenile rules and discipline annually to examine the existing practices and consider suggestions for revision. The Administrator shall complete a written evaluation, including any recommendations, and forward it to the Director.

 Sample Policies and Procedures Juvenile Detention Facilities	Policy Number	Pages
	11.2	2
Chapter	Related Standards	
Rules and Discipline	3C-05—08	
Subject		
Resolution of Minor Violations		

POLICY

There are written guidelines for resolving minor juvenile misbehavior when circumstances dictate immediate and informal action.

PROCEDURES

Minor Offenses

Most minor misbehavior can be handled by counseling the juvenile in a manner that is educational and positive. Until this option has been tried, other options should not be used.

Warning

The warning shall communicate what the offense was and the expectation, with the understanding that, if the offense is repeated, specific disciplinary action will be initiated.

Activity Restriction

A juvenile careworker or Supervisor may exclude a juvenile from participation in activities for a period of time, depending on circumstances. For instance, misbehavior in the cafeteria may warrant a cafeteria restriction, while poor conduct in another area could result in restriction of a different activity.

Room Restriction

A juvenile may be restricted to his/her room for minor misbehavior for a period specified at the time of assignment. The amount of time varies depending on the nature of the violation and circumstances but shall not exceed one hour without approval of the Director. Prior to room restriction, the reason for the restriction shall be explained and the juvenile will have an opportunity to explain his/her behavior. During room restriction the door will remain unlocked, and staff contact will be made at least every fifteen minutes, depending on the juvenile's emotional state. The juvenile will assist in determining the end of the restriction period. Room restriction may be followed by section restriction, if appropriate.

Group Restriction

Normally, there shall be no total group restriction without approval of the Administrator.

Immediate group restriction is allowed if there is an obvious security or safety factor. In these cases, the Supervisor and the Administrator or the Director should be notified immediately for further instructions.

Sample Incident Report

Incident Report

Juvenile's Name (first, last, middle initial):

Date of Birth: (month-day-year)

Family Court Legal No.:

Date: Time: a.m. /p.m.

Other Juvenile Involved:

- Type of Incident:
- Fighting
 - Assault
 - Destruction of Property
 - Being Out of Assigned Area
 - Horseplay
 - Failure To Carry Out Assignment
 - Verbally Uncontrolled
 - Sex Offense
 - Stealing
 - Intimidating or Threatening
 - Aggravating or Harassing Others
 - Possession of Contraband
 - AWOL or Escape

Description of Incident:

Witness(es):

Disposition:

Juvenile Careworker:

Supervisor:

 Sample Policies and Procedures Juvenile Detention Facilities	Policy Number	Pages
	11.3	1
Chapter	Related Standards	
Rules and Discipline	3C-09, 10	
Subject		
Disciplinary Reports		

POLICY

Staff shall prepare a disciplinary report when a juvenile has committed a violation of facility rules.

PROCEDURES

Reports of Disciplinary Action

If there is a reasonable belief that a juvenile has committed a violation of the rules and regulations, the staff member may choose to either verbally warn the juvenile or submit a disciplinary report. A disciplinary report should contain the following information:

- specific rule(s) violated and the details
- behavior of the juvenile in connection with the violation
- all action taken by the staff member(s), including any use of force
- name(s) of any witness(es)
- description and disposition of any physical evidence regarding the violation
- signature of reporting staff member and the date and time of the incident and report
- the juvenile's written account of the incident
- the juvenile's signature verifying that he/she has read the report (it should also be noted if the juvenile refuses to read or sign the report)

Individual Discipline Plan

An individual discipline plan can be used for short-term discipline and serve as a behavior profile for evaluation reports. The plan documents repeated misbehavior and should contain a time expectatin for restoration of privileges.

Investigation

If the Administrator believes it is necessary, he/she may appoint an impartial person to investigate an alleged violation.

Criminal Prosecution

When it appears likely that an incident may be subject to criminal prosecution, the investigation procedures shall be suspended and the Director notified. He/she shall notify law enforcement authorities to conduct an investigation.

 Sample Policies and Procedures Juvenile Detention Facilities	Policy Number	Pages
	11.4	3
Chapter	Related Standards	
Rules and Discipline	3C-11, 3E-01—05	
Subject		
Confinement and Special Management		

POLICY

After all other techniques and resources have failed and when the juvenile's behavior warrants, short-term confinement may be used as a punishment. The facility shall provide special management for juveniles with serious behavior problems and for juveniles requiring protective care.

PROCEDURES

Use of Short-term Confinement

Confinement shall be used only with the authorization of the Supervisor. It shall last only as long as is necessary for the juvenile to regain self-control and be returned to regular programming. The Director or designee must make direct personal contact with the juvenile during confinement. If the Director's designee authorizes confinement, the Director must be informed as soon as possible. Any confinement longer than twenty-four hours must be reviewed by the Administrator for Program Operations.

Special Management Program

Juveniles who cannot control their assaultive behavior or present a danger to themselves or others, or who are in constant danger of being victimized by other juveniles may be placed on a special management program. An individual program plan will be developed for each special management juvenile and appropriate services and programs shall be provided.

The Administrator for Program Operations or the Supervisor may order placement of any juvenile on special management in a security room when it is in the best interest of the juvenile and the safety and security of the facility. This action shall be reviewed within seventy-two hours by the Facility Director.

Special management juveniles will not be confined in a security room for more than five consecutive days for any reason. The time a juvenile spends on special management status shall be proportionate to the need for safety and security, taking into consideration the juvenile's prior conduct, specific program needs, and other relevant factors. Special management confinement shall be reviewed daily by the Administrator for Program Operations.

Confinement Records

The Supervisor shall record all incidents of confinement on forms specifically designed for that purpose and see that a copy is placed in the juvenile's file. The information to be recorded includes the following:

- name of the juvenile
- date and time period of confinement
- name(s) of staff member(s) recommending confinement
- reason(s) for confinement, including description of behavior
- unsuccessful alternatives used
- authorization signed by the Administrator of Program Operations
- person authorizing release from confinement and time of release

Living Conditions and Checks

Juveniles placed in confinement, either short-term or special management, must be afforded living conditions and rights approximating those available to the general juvenile population, unless clear and substantial evidence justifies an exception and administrative approval has been secured. During confinement, potentially dangerous articles shall be removed and the physical needs of the juvenile shall be met.

One staff person will be assigned by the Supervisor to monitor the juvenile, which will include visually checking the juvenile every fifteen minutes and recording attitude changes, reasons for continuing confinement, all visits, and the physical and emotional condition of the juvenile. This report shall be placed in the juvenile's file.

Visits

Juveniles in confinement shall be visited at least once each day by personnel from the administrative, clinical, social work, religious, or medical departments. Visiting means the actual entry into the room of confinement for the purpose of discussion or counseling. A visit does not include routine visual checks or discussion through the door or window of the confinement room.

Sample Confinement Report

Confinement Report

Name of Juvenile:

Section:

Date and Period of Confinement:

Names of Staff Recommending Confinement:

Reasons for Confinement (Description of Behavior):

Unsuccessful Alternatives:

Time of Release:

Signature of Supervisor:

Signature of Director:

 Sample Policies and Procedures Juvenile Detention Facilities	Policy Number	Pages
	11.5	2
Chapter	Related Standards	
Rules and Discipline	3C-12—21	
Subject		
Major Disciplinary Hearings		

POLICY

When a juvenile is charged with a major facility violation that would result in confinement or a disciplinary report, he/she has the right to a hearing before the Disciplinary Committee.

PROCEDURES

Disciplinary Committee Composition

The Disciplinary Committee should be composed of one to three uninvolved staff members appointed by the Director. To enhance the Committee's impartiality, a staff person from an independent agency may be assigned to the Committee. The designated chairperson shall have completed training in disciplinary procedures. The Committee's composition should be racially and ethnically balanced to meet the needs of the facility.

Disciplinary Committee Hearing Procedures

The Disciplinary Committee shall meet within forty-eight hours (or sooner, if possible), excluding weekends and holidays, after the rule infraction has occurred or been discovered.

The juvenile and his/her caseworker or probation officer must receive written notice of the facts and charges being presented against him/her no later than twenty-four hours following the incident.

A juvenile shall, on request, have the assistance of a staff member in the presentation of his/her defense. Staff members shall be appointed when it is apparent that the juvenile is not capable of effectively collecting and presenting evidence on his/her own behalf.

The juvenile shall be present at the hearing unless he/she waives that right in writing or through behavior, and may have his/her caseworker or probation officer present. The juvenile may be excluded during testimony given in confidence, and the reasons for such absence or exclusion shall be documented. The juvenile is given an opportunity to make a statement, present documentary evidence, and have in attendance anyone who has relevant information, except when doing so may jeopardize the life or safety of persons or the security or order of the facility. Any denial of witnesses must be documented in writing.

Prior to privilege suspension, the Disciplinary Committee will explain the reasons for its decision. The juvenile and his/her caseworker or probation officer must be given a copy of the Committee's summary. If personal safety or security is jeopardized by certain references in the written record they may be deleted from the juvenile's copy, but the fact that omissions have been made shall be noted. A record of the proceedings shall remain in the juvenile's file and in the Disciplinary Committee's file for at least six months.

The Disciplinary Committee shall take any of the following actions based on the evidence presented at the hearing:

- find that the juvenile did not commit the offense—in that case, the Committee shall order that the disciplinary report be dismissed and expunged from the juvenile's record
- find that further investigation is necessary—in that case, the Committee may order that the juvenile be held in an investigative status (this does not imply confinement, but may be a limited exclusion from the routine program activities)

If the decision is adverse to the juvenile, he/she must be informed of the right to appeal through grievance procedures. Juveniles have up to fifteen days after the decision of the Disciplinary Committee to submit an appeal. The appeal shall be decided within thirty days of its receipt. The juvenile is immediately notified of the results in writing.

When there is a finding that the juvenile did commit the offense, a copy of the Disciplinary Committee summary and the disciplinary report shall be forwarded to the Director, the parent agency, and other appropriate authorities. A copy of each report shall be filed in the juvenile's record.

The Director may remand the decision of the Disciplinary Committee for new proceedings if, on review, the proceedings are found to be deficient due to any of the following reasons:

- failure to adequately notify the juvenile of the hearing
- failure to state the correct date of the offense
- lack of impartiality of the Disciplinary Committee
- improper exclusion of witnesses

New or additional proceedings may be ordered within three days, as determined by the Director. Upon remand, sanctions greater than those imposed at the original hearing shall not be permitted unless the juvenile is charged with a different offense that provides for a greater penalty than listed under the original violation, or new evidence is produced that justifies the greater disciplinary action.

Computation of Discipline for Multiple Offenses

When a juvenile has been found in violation of more than one rule violation arising from a single incident, the maximum penalty shall not exceed the maximum penalty for the most serious offense he/she is found to have committed.

When a juvenile has been found in violation of more than one rule infraction arising from separate incidents, the maximum penalty for each violation may be imposed, and such penalties shall run consecutively.

CHAPTER 12

JUVENILE RIGHTS

COMMENTARY

This chapter encompasses American Correctional Association Standards 3-JDF-3D-01—08, 5C-05, 5E-02, 5F-03, 5G-05, 12.

These standards are designed to establish certain basic conditions that should be provided for all detained juveniles. Topics presented here as juvenile rights are regularly the theme of litigation and grievance actions. All policies on juvenile rights should be carefully and thoroughly reviewed by any user who is establishing state and local policy to ensure compliance with state and local legislation and court rulings.

	Sample Policies and Procedures Juvenile Detention Facilities	Policy Number 12.1	Pages 1
	Chapter Juvenile Rights	Related Standards 3D-01—03	
Subject Legal Rights of Juveniles			

POLICY

All juveniles will be protected from discrimination based on race, national origin, color, creed, gender, physical handicap, or political beliefs and will have equal access to programs and activities. They will be assured that seeking judicial relief will not be met with reprisal or penalty and will have uncensored, confidential contact by telephone, in writing, or in person with their legal representative.

PROCEDURES

Some juveniles (e.g., first-time offenders or juveniles outside the court's jurisdiction) may not have had the opportunity to be advised by legal counsel. The Supervisor or Administrator may contact the court coordinator to check if there is an attorney of record for a particular juvenile.

The Supervisor or juvenile careworker may inform a juvenile of the legal resources available, but at no time are they to engage in conversation that might in any way be construed as offering legal advice regarding the juvenile's case, and under no circumstances should staff question a juvenile regarding the alleged offense.

Communication with Legal Representative

Phone Calls

Initial contact should be made during the screening process. The Supervisor will place a call to the juvenile's legal representative or the public defender's office on request. If the juvenile is unable to make contact, the parents/guardians should be asked to assume responsibility for completing the call.

Juveniles will be permitted to phone their attorney. If, however, an attorney has communicated to the staff that calls shall only be placed during specific time periods, the staff will comply with this schedule. If the attorney is not available, a message will be left to return the call.

Calls are usually limited to avoid unnecessary intrusion upon the legal representative and facility staff. However, if a juvenile indicates important information needs the prompt attention of his/her legal representative, further calls will be placed.

Written Communication

A juvenile's written or dictated message will be mailed or distributed to his/her legal representative. Written messages will be unopened and uncensored. Dictated messages will not be censored or be opened once the message has been completed for delivery.

Mail from the court or other legal authority to a juvenile will not be opened.

Visits

A juvenile's legal representative may visit at any time. If a juvenile requests a visit with his/her legal representative, a juvenile careworker will see that the request is relayed.

 Sample Policies and Procedures Juvenile Detention Facilities	Policy Number 12.2	Pages 2
	Chapter Juvenile Rights	
Subject Rights and Responsibilities of Juveniles		Related Standards 3D-04, 06, 07, 5C-05, 5E-02, 5F-03, 5G-05, 12

POLICY

All detained juveniles have certain rights and responsibilities that must be recognized. These are clearly defined, and both juveniles and staff shall be familiar with them. Complaints of abridgement of these rights shall be subject to grievance procedures. A juvenile's refusal to accept the responsibilities that go along with the rights resulting in a rule violation may be subject to the disciplinary process.

PROCEDURES

Rights and Responsibilities

Juveniles in detention have the following rights and responsibilities.

- juveniles have the right to be treated respectfully, impartially, and fairly and to be addressed by name in a dignified manner. In turn, they will treat all others in the same manner.
- juveniles have the right to be informed of the rules, procedures, schedules, and staff directives while in the facility. In turn, they will follow the rules, procedures, schedules, and staff directives while in the facility.
- juveniles have the right not to be subjected to corporal punishment, harassment, intimidation, harm, humiliation, or interference with normal bodily functions by other juveniles or staff. In turn, they will not subject any other person to similar mistreatment.
- juveniles have the right not to be discriminated against and will have the same access to all services and programs. In turn, they will not discriminate against any other juvenile or staff member or use language or behavior that would imply prejudice or discrimination.
- juveniles have the right to participate in religious services and religious counseling on a voluntary basis, subject only to the limitations necessary to maintain facility order and security. They will have access to clergy, spiritual advisors, publications, and related services that allow them to adhere to their religious practices. In turn, they will not abuse any of the religious opportunities and provisions they are afforded.
- juveniles have the right to nutritious meals, proper bedding, clean clothing, toilet facilities, daily showers, adequate lighting, proper ventilation, and an overall safe environment that is maintained in compliance with state and local fire and safety laws and regulations. In turn, they will help staff clean and maintain living quarters.
- juveniles have the right to appropriate medical and dental treatment. In turn, they have the responsibility to ask for medical and dental care when they need it.
- juveniles have the right to regular visits with family and to send and receive uncensored correspondence. In turn, they have the responsibility of conducting themselves properly during visits and of refraining from passing or sending contraband through the mail.
- juveniles have the right to call, write, and meet with their legal representative while in the facility. In turn, they will abide by the guidelines set down by the facility and their attorney.
- juveniles have the right to wear combinations of their own and facility clothing, limited only by facility requirements for safety, hygiene, and identification. In turn, they have the responsibility of maintaining their clothes in a clean and odor-free condition.
- juveniles have the right to both indoor and outdoor recreational equipment and opportunities. In turn, they have the responsibility to respect and not abuse the equipment and opportunities.
- juveniles have the right not to participate in uncompensated work assignments unless the work is related to housekeeping or maintenance of the facility or personal hygiene needs. In turn, they have the responsibility of abiding by facility practices concerning housekeeping, maintenance, and personal hygiene.
- juveniles have the right to report any problems or complaints they may have while in the facility without any fear of reprisal. In turn, they also have the responsibility to report these incidents and to follow the facility's grievance

procedures when making such complaints. Juveniles also have the responsibility to report if any improper action is taken against them as a result of a properly filed grievance.

- juveniles have the right to appeal any disciplinary action taken against them as a result of a rule violation. This is in addition to their right to a response to their appeal in accordance with the appeal procedures. In turn, they have the responsibility of initiating an appeal and following the proper procedures in the course of their efforts.

 Sample Policies and Procedures Juvenile Detention Facilities	Policy Number	Pages
	12.3	1
Chapter	Related Standards	
Juvenile Rights	3D-05	
Subject		
Juvenile Access to the News Media		

POLICY

Juveniles shall have reasonable access to the general public through the news media, subject to limitations necessary to maintain facility order and security and protect their rights.

PROCEDURES

News Media Requests

A news media representative who wishes to visit or conduct an interview with a juvenile must make application to the Director. Prior to approval, the applicant agrees to abide by all the rules and regulations of the facility. A request for a visit or interview may be denied if written consent has not been obtained from the juvenile's parents/guardians and legal representative.

A juvenile is not to be personally identified in an interview through descriptions or photographing or filming.

Facility Visits

All media representatives shall make advance arrangements for visits. During these visits, media representatives may photograph programs and activities in the facility and meet with the juveniles involved. Use of a juvenile's name and identifiable photographs or voice recordings is strictly prohibited at all times. The Director may suspend media visits during a facility emergency. A juvenile detained in the facility may not act as a reporter or publish under a byline.

Personal Interviews

Either a juvenile or a media representative may initiate a request for a personal interview. Personal interviews with juveniles shall be conducted within the framework above and according to the following conditions:

- a juvenile may not receive compensation or anything of value for an interview
- the Supervisor shall notify the juvenile, his/her parents/guardians, and legal representative of any request and shall, as a prerequisite, obtain written consent from the juvenile, his/her parents/guardians, and legal representative prior to the interview
- the Director shall approve or disapprove an interview request within forty-eight hours of receipt; any disapproval shall be documented

The Director may deny a request for an interview for any of the following reasons:

- there is a refusal or failure to adhere to any of the requirements of application
- the juvenile is physically or mentally unable to participate, as substantiated in writing by the medical staff
- the juvenile's written consent is not completed
- the interview, in the opinion of the Director, would endanger the health and safety of the interviewer or would adversely affect the order of the facility
- the juvenile is involved in a pending court action and the court, having jurisdiction, has issued an order forbidding such interviews
- the juvenile is a protection case, and notice of his/her whereabouts would endanger the juvenile's safety

	Sample Policies and Procedures Juvenile Detention Facilities	Policy Number 12.4	Pages 3
	Chapter Juvenile Rights	Related Standards 3D-08	
Subject Juvenile Grievance Procedures			

POLICY

On admission, juveniles shall be informed of their right to file grievances against any behavior or disciplinary action of staff or other juveniles. Grievances that have not been resolved informally shall be filed according to the procedures outlined below. All grievances shall be handled expeditiously and without threats to or reprisals against the grievant.

PROCEDURES

Informal Resolution

Staff should be trained and encouraged to try to resolve all grievances informally. If an informal resolution cannot be reached, the juvenile should complete a grievance request and submit it to the Supervisor. If the juvenile needs assistance to complete or deliver the grievance request, a juvenile careworker or volunteer staff member should be asked to help.

Grievance Process

A juvenile may select a representative or spokesperson from the staff, volunteers, or juvenile population at any time during the grievance process. No reprisals shall be taken against anyone using or participating in this process.

Reasonably brief time limits shall be established for resolution, and all responses to a grievance shall be in writing. Failure to respond within the required time limit entitles the juvenile to proceed to the next level of review. A juvenile with an emergency grievance (e.g., isolation, lack of essential medical care) shall receive action that can provide immediate redress.

The grievance procedure itself will be used to determine whether a specific complaint falls within the jurisdiction of grievance procedures. The Director must be notified immediately of all complaints against staff members, and the Administrator for Program Operations must be notified immediately of all complaints against other juveniles.

Filing a Formal Grievance

Juveniles will have full access to grievance forms, which shall contain the name of the juvenile, the date, the person or policy grieved, and the nature of the grievance. Grievance forms should be submitted to the Supervisor, who will in turn notify the Director. If a juvenile cannot gain direct access to the Supervisor, a juvenile careworker will make the delivery.

There are three levels to the review process. The first level is a hearing by a review committee. The review committee shall be composed of one to three persons, depending on the size of the facility. The committee may include an uninvolved staff member, a volunteer, or another juvenile. The review committee shall convene within three days of receipt of the grievance request and submit their findings in writing to both the juvenile and the Director within three additional days. Emergency grievances will be reviewed during the next shift. At the hearing, the juvenile may relate his/her side of the story, call witnesses, and question facts presented. The committee may recommend any or all of the following courses of action:

- transfer of the juvenile to another section
- disciplinary action against the staff member or juvenile named in the grievance
- further investigation
- changes in policy or procedure

The second level of the review process involves an administrative evaluation, where the findings of the review committee may be appealed to the Director or his/her designee. The Director or designee shall review the matter within three days of receiving the committee's report and submit his/her findings in a written report to the juvenile within three additional days.

The third level is an independent review by the parent agency, in which the findings of the Director may be appealed. The parent agency's subsequent decision on the matter is final.

Civil Action Resulting From a Grievance

If a juvenile believes that his/her civil rights have been violated and are still in jeopardy, he/she shall not be prevented or restrained from filing a lawsuit.

Evaluation

The Administrator for Program Operations will assess the grievance procedure as part of a progress report submitted to the parent agency. The report will evaluate the following:

Volume —do juveniles use the procedures?

Effect —do complaints result in clarification and change in the policies and practices?

The Administrator for Program Operations shall also make recommendations for improving the grievance procedure in the report to the parent agency.

Sample Juvenile Grievance Procedure

Juvenile Grievance Procedure

If you have a grievance, please follow the steps below and give the completed report to the juvenile careworker on duty, who must then give the report to the Shift Supervisor. All written grievances will be answered; however, this does not mean we will agree or disagree with them. Corrective action will be taken if your situation requires it.

1. Write down, in your own words, what you think the problem is and why it happened.

2. Write down why you think what happened is unfair.

3. Write down what you think should be done to prevent it from happening again.

Signature:

CHAPTER 13 FOOD SERVICE

COMMENTARY

This chapter encompasses American Correctional Association Standards 3-JDF-2E-08, 09; 4A-01—14.

This chapter establishes basic conditions for the operation of the facility's food service program. The assumption is made that a detailed operations manual will be used in conjunction with the policies and procedures outlined here.

 Sample Policies and Procedures Juvenile Detention Facilities	Policy Number	Pages
	13.1	1
Chapter	Related Standards	
Food Service	4A-01—03	
Subject		
Food Service Operations		

POLICY

Food service operations, including budgeting and purchasing, are supervised by an experienced food service manager. Menu plans are reviewed and approved at least annually by a dietitian with special training pertaining to allergic reaction; hyperactivity; and other mental, emotional, and physical reactions of juveniles susceptible to particular food substances.

PROCEDURES

Food Service Management

The facility shall establish a food service staffing pattern appropriate in size to meet its needs. Staff size and organization vary widely depending on juvenile population, physical plant, and available equipment. The food service section, however, shall provide the following minimum staffing pattern:

- at least one full-time Food Service Supervisor with educational background and experience in the administration and supervision of food service operations
- supporting staff adequate to ensure the preparation and serving of meals as described in this policy
- security supervision at a level appropriate for the facility

Food Service Operations Records

Administration office records shall be maintained by the Accounts Clerk to document at a minimum the following food service operations:

- food expenditures that identify per capita costs per meal
- food requirements estimated at least thirty days in advance
- proof of effective procurement procedures that result in the purchase of supplies at competitive wholesale prices

The Food Service Supervisor shall prepare quarterly evaluations of the food service section, including records of the following:

- standard rations compliance
- menu plans
- records of all meals served
- equipment needs
- staffing patterns
- costs
- special problems
- sanitation
- storage procedures
- physical plant
- food service survey results

Preferably quarterly but at least annually, the dietitian shall review the records and quarterly evaluations of the Food Service Supervisor and compare the nutritional values of meals actually served with parent agency standards and ration allowances. The dietitian shall also provide a written evaluative report regarding nutritional adequacy, effectiveness of menu planning, and meal service procedures. Regular inspections will be made by appropriate government authorities.

 Sample Policies and Procedures Juvenile Detention Facilities	Policy Number	Pages
	13.2	5
Chapter	Related Standards	
Food Service	4A-04—08, 12, 13	
Subject		
Menu Planning and Meal Service		

POLICY

All juveniles shall be provided with meals that are nutritionally adequate, properly prepared, and served in pleasant surroundings.

Food shall never be withheld or reduced as a form of punishment or offered as a reward. To the extent possible, food ordering and preparation should take into consideration ethnic tastes and the food preferences of the juveniles. The food service plan should provide a single menu for staff and juveniles.

PROCEDURES

Menu Plan

The Food Service Supervisor is responsible for developing the menu plan. Effective menu planning recognizes the general and specific needs of the juvenile population concerning age, gender, physical activity, medical status, etc. However, these variances can create difficulties in using a systemwide menu plan, so menus should be developed according to the following framework:

- each juvenile shall be served at least the minimum allowance as directed by the dietitian
- menus shall be prepared and distributed at least one week in advance of serving and posted where they can be easily read by juveniles
- any changes or substitutions should be noted on the menu sheet and must be of approximately equal nutritional value
- menus shall be designed to provide meals that are not only nutritionally adequate but also have a balance of color, flavor, and texture that add to meal enjoyment
- menus should be kept on file, rotated periodically, and take into consideration the average length of time a juvenile is detained
- menus may reflect changes in seasons

Ration Records

Records will be maintained by the Food Service Supervisor to document information related to the serving of the recommended dietary requirements. These shall include the following:

- an annual and quarterly budget plan for procurement of foods, supplies, and equipment necessary to provide the daily food allowance
- a detailed, up-to-date, daily record of foods served, by allowance, and a comparison of the actual amount served with the standard ration allowance
- a monthly ledger listing all food consumed compared with the ration allowance, forwarded to the Director for review; the ledger shall be accompanied by related reports regarding the food service section for the month and an explanation for any major deviation (plus or minus 10 percent) from the standard ration allowance

Special Diets

Therapeutic diets shall never be offered as a reward but shall be provided to juveniles only under the following conditions:

- when prescribed by appropriate medical or dental staff
- as directed or approved by a registered dietitian
- as a complete meal service and not as a supplement to or choice between dietary meals and regular meals

Religious diets are served for special occasions or when specifically approved in writing by the Chaplain and Director.

Regular menu items must be used unless substitutions are approved by the Director. Substituted foods must be of the same approximate nutritional value as regular menu foods. Menu items shall not exceed the quantity or quality of food provided to the general facility population. Special handling or cooking procedures must be followed as closely as possible according to the juvenile's religious beliefs.

Food Preparation

Food preparation procedures shall be designed to provide juveniles with the best possible meals consistent with the budget plans and daily ration allowances. Standard procedures should allow for maximum use of the equipment available for the service of high-quality meals and be in compliance with the safety and sanitary conditions discussed in Policy 13.3. Food service staff shall use a standard recipe system for the preparation of meals. The recipe system should be designed to standardize costs, enhance and preserve food flavors, improve food appearance, and provide optimum palatability.

Meal Service

Meal service shall be designed to enhance the attractiveness of the meal and enable the juveniles to enjoy meal periods to the fullest extent possible. The way meals are presented influences the entire atmosphere of the facility, since meals assume a magnified importance in the daily routine of detained juveniles. The following criteria shall establish minimum standards for meal service:

- holiday and weekend meal schedules may be developed to coincide with visiting activities, recreational activities, or similar functions
- dining rooms shall be pleasant and attractive
- good table manners and good eating habits shall be encouraged
- all foods shall be served at the appropriate temperature to maintain quality, taste, and texture
- all facilities shall provide dining areas for group dining
- meal utensils shall be as comparable as possible to home-or restaurant-style service. Plastic dishes, bowls, cups, and saucers are preferable
- juveniles in the general facility population will be provided with appropriate eating utensils, including at least a fork, knife, and spoon. A count of all utensils should be taken and recorded at the completion of each meal.
- staff shall supervise juveniles during meals to ensure that service complies with the intent of facility policy to provide meals in pleasant surroundings without the slightest degree of favoritism, carelessness, or waste.
- at least three meals, two of which are hot meals, shall be served at regular intervals during each twenty-four-hour period, with no more than fourteen hours between the evening meal and breakfast. Variations may be allowed based on weekend and holiday food serving demands, provided that the basic nutritional goals are met.
- servings should be ample to meet the needs of growing juveniles
- juveniles should not be allowed to store food in their rooms
- care should be taken to avoid scheduling group meetings or individual conferences of a potentially emotional nature prior to meal times
- meals should only be served in a juvenile's room because of illness, initial admission confinement, or confinement for behavioral difficulties. If a juvenile is being served in his/her room during confinement for behavioral difficulties, paper plates and plastic utensils should be used.

Sample Menu Plan

MENU PLAN

Date:

Breakfast Menu:

Items Used:

Quantity of Items Used:

Lunch Menu:

Items Used:

Quantity of Items Used:

Dinner Menu:

Items Used:

Quantity of Items Used:

*List items such as salt and sugar when there is an unusually large or small quantity.

Sample Meal Count

MEAL COUNT FOR MONTH OF:

Date:

BREAKFAST

LUNCH

DINNER

total:

total:

total:

Juvenile

Staff

Juvenile

Staff

Juvenile

Staff

Date

1

2

3

4

5

6

7

8

9

10

11

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	Sample Policies and Procedures Juvenile Detention Facilities	Policy Number 13.3	Pages 3
	Chapter Food Service	Related Standards 2E-08, 09; 4A-09—11, 14	
Subject Safety and Sanitation for Food Service			

POLICY

The facility shall provide a food service section that ensures the highest possible level of safety and sanitary practices and participates in the federal school lunch program. Federal and state occupational safety and health codes serve as standard requirements for all food service.

PROCEDURES

The Food Service Supervisor and the Administrator are responsible for the following safety and sanitation procedures.

Physical Examinations

All juveniles and staff working in the food service area will be examined by the medical staff to ensure that they are free from transmissible disease prior to entry on the job and at least annually thereafter. Food service workers must also be free of open or infected wounds.

Outside Providers

When food service is provided by an outside agency, the facility shall have written verification that the outside provider(s) comply with state and local food service regulations.

Training Related to Safety and Sanitation

Training for food service staff shall be conducted by the Administrator on a regular basis. Records shall be kept on course content and participation. At a minimum, staff shall be trained in the following:

- safe use of each kitchen appliance
- safe use and storage of hazardous tools
- proper storage techniques for foods
- facility and section fire plans
- proper use of fire extinguishers
- first aid procedures for scalds, burns, falls, and other injuries
- proper report procedures for accidents and hazardous conditions

Responsibilities of Staff

All food service juveniles and staff shall be required to do the following:

- be monitored daily by the Director for overall health and cleanliness
- have clean hands and fingernails and wash after using toilet facilities
- practice overall good hygiene and wear clean clothing that is changed daily
- wear a cap or hairnet at all times when in food service areas
- wear sanitary gloves at all times when serving food
- keep the food service section clean
- wash all equipment immediately after use
- keep accurate records of all meals served and of any food substitutions made
- notify the Food Service Supervisor or the Director immediately of any health or safety code violations observed
- refrain from smoking in the food service section

Physical Plant

Food service sections are important elements in a safe and sanitary facility. The Director shall ensure that the following conditions are met:

- floors, walls, and ceilings are constructed of materials that will provide for safe and sanitary operation

- toilets and wash basins are located in proximity to all food service areas
- ovens, grills, and similar equipment are placed in proximity to the sprinkler system and fire extinguishers
- adequate fire protection devices and avenues for exit are available
- adequate storage, loading, and garbage disposal areas are available
- shelf goods are maintained at forty-five to eighty degrees Fahrenheit
- refrigerated goods are maintained at thirty-five to forty degrees Fahrenheit
- frozen goods are maintained at zero degrees Fahrenheit or below

Equipment Sanitation

Food service equipment shall be designed to comply with all applicable safety codes and enable efficient and thorough cleaning. This is especially important for equipment in direct contact with foods. Work and dining tables and similar pieces of equipment shall be constructed of metal or stainless steel. Woods or similar water-absorbent materials shall be avoided. All equipment shall be operated and serviced in accordance with the manufacturers' health and safety instructions.

Bacterial growth and disease can result from improperly designed, maintained, or operated equipment; therefore, the food service area shall be equipped with refrigerators, freezers, holding cabinets, and serving tables that maintain foods at proper temperatures. The food service area shall be equipped with sanitary, rodent-proof containers for dry products, such as flour and sugar, and covered containers for food stored in refrigerators.

Safety and Sanitation Inspections

Inspections of the food service area are vital to ensure compliance with appropriate health and safety rules. Daily safety and sanitation inspections will be made by the Food Service Supervisor. An inspection report form listing all major areas of the section, with space for rating each area and making recommendations for corrective action, will be used. The Food Service Supervisor shall submit a copy of the daily report to the Administrator. These reports shall be kept on file for one year.

Weekly safety and sanitation inspections shall be conducted by the Administrator and shall include the following:

- examination of the daily inspection forms for the previous week
- appropriate corrective actions of any problem areas
- inspection of all food service and dining areas of the section, including food preparation equipment and storage areas
- preparation of a written report on the conditions and practices observed during the inspection

Inspections by an outside source shall be conducted at least annually. At a minimum, these inspections shall include fire and sanitation inspections covering all food service areas. Written reports shall be forwarded to the Director for action and shall be retained for three years.

Sample Weekly Food Services Inspection

Weekly Food Services Inspection

INSPECTOR'S SIGNATURE:

WEEK OF:

EQUIPMENT INSPECTION: The following equipment was inspected and is operational as indicated (please check yes or no).

	Yes	No		Yes	No
Toaster Temperature			Stove Burners		
Dishwasher #1			Oven Temperature		
Dishwasher #2			Refrigerator #1		
Popcorn Popper			Refrigerator #2		
Kitchen Fan			Freezer #1		
Dining Room Fan			Freezer #2		
Dining Room Air Conditioner			Dining Room Icebox		
Table Blender			Food Processor		
Hand Blender			Meat Slicer		
Fire Safety:					
Stove Fan			Stove Vents		
Grease Filters			Both Fire Extinguishers		

SANITATION: The following areas were inspected and found to be in the condition indicated:

	SATISFACTORY	UNSATISFACTORY	CORRECTED Yes / No
Three-sink counter and area			
Deepsink			
Handsink and area			
Pots and pans storage shelves			
Storage drawers under pots/pans			
Countertop under pots/pans			
Central foodworking area			
Under central foodworking area			
Kitchen floor: scrubbed/disinfectant			
Dining room floor: scrubbed/disinfectant			
Dining room tables and chairs cleaned well			
Kitchen windows clean/screens			
Dining room windows clean/screens			
Food storage pantry floor scrubbed			
Food storage shelves free of food			
All food storage containers covered			
All food in refrigerator sealed			
All garbage/trash cans covered			
Kitchen and dining room odor-free			
Cleaning supplies/food separated			

SAFETY: The following utensils and instruments were counted as follows:

Kitchen knives: # Other dangerous implements: #
 Silverware: KNIVES: # /FORKS: # /TEASPOONS: # /TABLESPOONS: #

CHAPTER 14

SANITATION AND HYGIENE

COMMENTARY

This chapter encompasses American Correctional Association Standards 3-JDF-4B-01—06, 08, 09, 11, 12.

Sample policies and procedures are designed to establish and maintain a high level of sanitation. The sample solutions addressed to waste disposal and pest control are only a few of the many options available. Users should examine other options prior to endorsing the most practical solution.

Special emphasis is placed on the need for regular and thorough inspections of the water supply, waste disposal methods, and other conditions that reflect standards for sanitation and hygiene and affect the health of staff and juveniles.

 Sample Policies and Procedures Juvenile Detention Facilities	Policy Number	Pages
	14.1	2
Chapter	Related Standards	
Sanitation and Hygiene	4B-01—03, 06	
Subject		
Housekeeping and Inspection of Sanitation Practices		

POLICY

The Director shall provide a method for the regular monitoring of environmental health programs related to housekeeping and sanitation practices and water supply. The facility will comply with all applicable federal, state, and local sanitation and health codes.

PROCEDURES

Weekly Inspection

The Administrator for Management Services shall be responsible for weekly sanitation, safety, and maintenance inspections of all facility areas. This weekly inspection process shall ensure that the following conditions are met:

- all areas are clean and orderly
- lighting, ventilation, and heating equipment function properly
- no fire, safety, or health hazards exist
- all equipment, tools, and security devices perform properly, with special attention to the security screens in juveniles' rooms and areas where they congregate or have activities
- all plumbing equipment, including toilets, baths, showers, sinks, and laundry facilities, operates properly
- all exterior grounds of the facility, including roads, are free of trash and debris
- all trash disposal receptacles are clean and undamaged and have securely attached lids
- all of the deficiencies noted in the previous week's report have been corrected
- any graffiti has been removed

Clothing Supply and Issue

All juveniles shall be issued a complete set of clean clothing upon admission. The issue shall be recorded, and juveniles shall be held responsible for the care of their clothing.

Cleanliness of Clothing

Juveniles shall be provided the opportunity for cleaning clothes at least three times per week. This can be accomplished by access to self-serve washers, central clothing, or both.

The facility shall clean and disinfect, if necessary, juveniles' personal clothing before storage.

Special Clothing

The facility shall provide specialized clothing for those juveniles who may require it due to a work assignment or certain vocational training. Any protective equipment also shall be included.

Bedding and Linen Supply and Issue

Clean bedding and linen shall be issued to each juvenile upon admission. Each juvenile will be responsible for the return of these materials. The issue shall include:

- two sheets
- one pillow and pillowcase
- one mattress
- sufficient blankets according to existing temperature controls
- one towel

Cleanliness of Linens

Juveniles shall exchange their bed linens weekly for a clean set. Towels shall be exchanged at least three times per week.

Housekeeping Plans

Housekeeping plans shall be prepared as directed by the Supervisors and shall require the following:

- a cleaning schedule for the area
- specific assignment of sanitary duties for juveniles
- time schedule for completion of duties
- waste disposal procedures that provide for proper collection, storage, and disposal of all liquid and solid waste
- instructions for the acquisition, use, and storage of cleaning supplies and equipment

Juveniles should be given specific cleaning instructions for the following areas:

- floors and doors
- walls and windows
- juveniles' rooms
- juveniles' personal property
- dayrooms and other general areas
- toilet and shower facilities
- equipment and storage areas

Sanitation of Rooms

The juvenile careworker and Supervisor shall inspect the living areas to ensure that each juvenile maintains sanitary living area conditions. Each juvenile shall be responsible for the cleanliness of his/her living area, including walls, windows, floors, sink, toilet, and other property in the area.

Many juveniles have never seen or been involved in housekeeping, so all juveniles shall receive instruction in basic cleaning methods. Cleaning materials and supplies shall be issued to each juvenile by the juvenile careworker. The juveniles are responsible for the proper use and care of these articles.

Vacated beds must be stripped and new linens issued prior to use by a new occupant.

Inspection Visits and Reports

The Supervisor shall perform a weekly inspection of each section according to a monthly schedule distributed by the Director. He/she shall prepare a report to be forwarded to the Administrator for Management Services. A narrative report of any area found to be deficient in housekeeping or sanitation responsibilities shall be attached.

Annual Independent Audits

Facility sanitary practices shall be reviewed by the federal, state, or local health authority or private contractor, and the facility will conduct an annual inspection. The independent audit shall be conducted for the following reasons:

- to examine compliance with applicable laws and regulations
- to identify potential problem areas
- to document any existing deficiencies
- to provide the Director with information on conditions requiring corrective action

The independent audit should include testing of the water supply to ensure compliance with jurisdictional laws and regulations. In the absence of local law, the Federal Safe Drinking Water Act shall serve as a standard.

	Sample Policies and Procedures Juvenile Detention Facilities	Policy Number 14.2	Pages 1
	Chapter Sanitation and Hygiene	Related Standards 4B-04, 05	
Subject Waste Disposal and Pest Control			

POLICY

Waste disposal and pest control programs that conform to appropriate jurisdictional requirements shall provide for the following:

- licensed and trained pest control professionals to provide vermin and pest control services
- liquid and solid waste collection, storage, and disposal in a manner that protects the health and safety of juveniles, staff, and visitors

PROCEDURES

Waste Disposal

The Administrator shall ensure that waste disposal is provided by either a private contractor or, if available, the local sanitary department. Sewage treatment is managed by the local authority in accordance with the requirements of the State Water Pollution Control Agency and the Environmental Protection Agency. Sanitary methods for handling and disposing of refuse shall be in compliance with the requirements of all local and federal agencies. Trash shall be collected and removed as often as is necessary to avoid creating a menace to health and maintain sanitary conditions.

Pest Control

The vermin and pest control program is managed by the Administrator. Regular preventive programs shall be conducted in addition to weekly inspections of the following areas:

- food service section
- commissary
- housing section
- medical section
- admissions section

Control programs and inspections shall be conducted monthly in the remainder of the facility.

Inspection Reports

Inspections of the pest control and waste disposal programs shall be conducted weekly by the Administrator, who shall submit a report to the Director.

Recycling

The facility shall engage in the separation and recycling of applicable waste materials on a weekly basis. The Supervisor shall be responsible for inspecting and maintaining the proper bins for recycling purposes. There shall be separate bins in each living unit for paper, aluminum, glass, and plastic. The bins may be emptied by a private contractor or by the local sanitation authorities.

 Sample Policies and Procedures Juvenile Detention Facilities	Policy Number	Pages
	14.3	1
Chapter	Related Standards	
Sanitation and Hygiene	4B-13—15	
Subject		
Bathing and Hair Care Facilities for Juveniles		

POLICY

All juveniles must be provided with adequate bathing and hair care facilities and the articles necessary to maintain acceptable standards of personal hygiene.

PROCEDURES

The Director shall ensure that each housing section in the facility provides bathing facilities for juveniles that comply with the following minimum requirements:

- one toilet and sink shall be available for every twelve juveniles and will be located within seventy-five feet of the rooms of juveniles expected to use them
- each housing section will have one thermostatically controlled shower unit for every eight juveniles available for use seven days a week
- toilet fixtures and showers are of a sanitary design and easily cleanable. These are to be kept clean and free of odors.
- each room in which a juvenile may be confined for any part of a day shall have a working toilet above floor level that is capable of being flushed from the interior of the room and a sink with hot and cold running water
- sections that require sanitary conditions, such as the food service and medical sections, shall have washing facilities

Shower Safety

The Director shall ensure that all shower units have at a minimum the following safety features:

- thermostatic temperature controls that will not allow water temperatures above 110 degrees Fahrenheit (43 degrees Celsius)
- nonskid flooring
- hand rails

Other Hygiene Facilities

Hair care services are available for all juveniles.

Shaving supplies are available to juveniles and their use shall be supervised by careworkers. A system of control shall be established to prevent loss or theft of razor blades and equipment. All razors and blades should be viewed as contraband when not used within the system of control and monitoring. Written records of the number and use of razors and blades should be maintained.

CHAPTER 15

MEDICAL AND HEALTH CARE SERVICES

COMMENTARY

This chapter encompasses American Correctional Association Standards 3-JDF-4C-01—48.

In adapting the sample policies, the reader is cautioned to consult with medical and legal staff to ensure compliance with new, revised, or unusual regulations.

The delivery of medical and health care is expensive. However, compensatory costs for employees and juveniles injured, disabled, or killed far exceed the cost of an adequate health care program.

 Sample Policies and Procedures Juvenile Detention Facilities	Policy Number 15.1	Pages 2
	Chapter Medical and Health Care Services	
Subject Medical Program Administration		Related Standards 4C-01—03, 05, 10—12, 15, 17, 33

POLICY

Provisions shall be made for short-term medical, dental, and mental health care services under the control of a health authority. When this authority is not a physician, final health care judgments will rest with a physician, dentist, or qualified mental health professional licensed by the state. Each specific policy, procedure, and service in the health care system shall be reviewed annually and updated as needed.

PROCEDURES

A health history on each juvenile shall be taken by the admissions worker immediately after arrival at the facility. A health screening form shall be completed that contains the following information to be included in the juvenile's medical record:

- any medical, dental, and mental health treatments and medications the juvenile is taking
- any chronic health problems such as allergies, seizures, diabetes, hearing or sight loss, heart condition, etc.
- medical consent form signed by a person legally authorized to give consent

Juveniles shall not be admitted to the facility but will be referred to an appropriate health authority if any of the following conditions exist:

- the juvenile is under the influence of alcohol and/or drugs
- the juvenile is obviously in need of medical attention
- the juvenile is mentally ill or retarded

Arrangements shall be made with health care specialists in advance of need. The Director shall have a written agreement with physicians, hospitals, and/or health care clinics that twenty-four-hour, seven-day per week medical coverage will be provided.

All staff members shall be familiar with the procedures to be followed in medical emergencies. These procedures shall be included in the orientation for new employees.

Health care staff shall be familiar with the procedures for all aspects of health care services provided at the facility including obtaining, providing, and recording necessary services (e.g., dental, medical, immunizations).

In the event that a facility does not have a full-time, qualified, health-trained staff member, health services shall be coordinated under the supervision of the designated health authority and the Director.

The specific duties of qualified health care staff are governed by written job descriptions approved by the responsible physician and the Director. Copies of appropriate state and federal licensure verifying current credentials will be filed in the individual staff members' personnel folders. Medical, dental, and psychiatric procedures involving medical judgment will be performed by a licensed physician or dentist or, within applicable laws and regulations, under his/her direction.

The health care staff will comply with current laws, rules, and regulations regarding the immunization of juveniles and the acquisition, storage, and administration of medications.

Health care staff shall consult with any physician who was actively treating a juvenile prior to admission to review and approve ongoing medications.

Any treatment that is administered by health care personnel other than a physician, dentist, psychologist, optometrist, podiatrist, or other independent provider must be under standing or direct orders or protocols from authorized personnel. Nurse practitioners and physicians' assistants may practice within the limits of local laws and regulations.

Medical Administrative Reports

The health care staff and the Director are responsible for various medical administrative reports. Health care service and delivery reports shall be prepared and submitted to the parent agency quarterly. Statistical summaries shall be prepared and submitted annually.

Quarterly reports shall be prepared noting achievements, problem areas, and future goals. The section on achievements shall focus on projects, policies, procedures, staff, equipment, and services that have been accomplished during the past three months. The section on problem areas shall focus on areas currently under revision or in need of improvement or on specific needs of the section. This could include the need for additional staff, specific supplies or services, and revised procedures. The section on future goals shall focus on areas requiring immediate improvement. Examples of such goals are ACA or National Commission on Correctional Health Care accreditation, additional training for staff, and additional dental services.

The annual statistical summary report shall contain the statistics required to complete the annual statistical summary.

The specific items included in the report shall include the following:

- the number of juveniles receiving complete health appraisals by medical staff
- the number of juveniles seen on sick call by the nurse
- the number of juveniles seen on sick call by the physician
- the number of laboratory referrals
- the number of positive results from tests for TB and other communicable diseases
- the number of hospital transfers and returns to the facility
- the number of consultation referrals specifying hospitals or clinics
- the number of ambulance services needed
- the number of referrals to facility consultants (e.g., psychiatrist, dentist)
- the number of medical and dental prostheses needed
- the number of juveniles on psychotropic medications (daily average)
- the number of juveniles on all kinds of medications (daily average)

Annual Review

The health care delivery system shall be reviewed annually by the designated health authority. The system shall be revised as necessary.

 Sample Policies and Procedures Juvenile Detention Facilities	Policy Number	Pages
	15.2	3
Chapter	Related Standards	
Medical and Health Care Services	4C-13, 24, 46—48	
Subject		
Medical Records		

POLICY

A complete medical record shall be kept for each juvenile to accurately document all health care services provided throughout the period of detention. These records, in accordance with parent agency rules relating to security and privacy, shall be retained after a juvenile's release for a period of time sufficient to allow treatment continuity.

PROCEDURES

Medical records shall include the following information:

- the completed receiving screening form
- health appraisal data forms, including history of immunizations
- all findings, diagnoses, treatments, and dispositions
- prescribed medications and their administration
- laboratory, X-ray, and diagnostic studies
- signature and title of documenter
- consent and refusal forms
- release-of-information forms
- places, dates, and times of health encounters
- health service reports
- medical treatment plan
- progress reports and discharge summary

Collection and Recording of Health Data

Only qualified facility medical staff shall collect and record health history, vital signs, and other health appraisal data on medical record forms. All medical record forms shall be uniform and approved by the local health authority.

A record of each visit to a physician or dentist after admission will be kept with a recommendation for treatment. A record will be kept of all medications that includes dosage, times given, and the name of the staff member administering the medication.

Review of Records

Records of medical examinations, tests, and identification of problems shall be performed only by a physician.

Storage of Records

The medical staff shall maintain a system of identification and filing to ensure rapid access to each juvenile's medical record. The facility shall provide adequate storage space and equipment for all medical records that is safe from fire and water damage and secure from unauthorized use.

The medical records are the responsibility of the medical staff, who shall control access to the medical reports. Medical records shall be kept in locked cabinets located in the medical records section, separate from confinement records. All inactive medical records shall be separated from the active records and accessible only to those persons approved by the Director. Inactive files shall be forwarded to the parent agency storage area.

Confidentiality of Medical Information

The active health record shall be maintained separately from the detention record. Medical records shall be confidential, secure, and safeguarded against loss, defacement, tampering, or use by unauthorized persons. A juvenile requesting his/her medical record may review it in the presence of medical staff.

Authorization for access to records is given by the health authority. Authorized staff shall not discuss any information in medical records with anyone not directly involved in therapeutic care, treatment, or monitoring the quality of care.

Medical staff share need-to-know information concerning a juvenile's medical management, security, and ability to participate in programs with the Facility Administration.

Authorization from the Director is required for release of medical information to persons not otherwise authorized to receive such information.

Transfer of Health Records

When a juvenile is transferred to another detention or health care facility, a summary of the medical record shall accompany him/her. Case managers shall notify the medical staff at least twenty-four hours before a routine transfer. Any portion of the medical record that cannot reasonably be copied at the time of transfer shall be forwarded to the receiving facility within seventy-two hours.

Information on the following shall accompany all juveniles being transferred:

- medication needs during transit
- medical conditions with special problems or needs, such as diabetes or epilepsy
- psychiatric problems, especially suicidal tendencies
- handicaps that may require special procedures during transportation

Sample Authorization for Emergency Medical Care

Authorization for Emergency Medical Care

I, _____ hereby grant permission to _____ to take
(name of parent/guardian) (name of facility director)
whatever measures are necessary to provide hospitalization and medical care, including surgery, in case of
emergency, for _____.
(name of juvenile)

This authorization is valid only in situations requiring emergency medical care as directed by a qualified physician and after reasonable effort has been made to contact the parent, guardian, or custodian in order to obtain consent to the specific medical procedures recommended by the physician. This authorization is not be construed as covering nonemergency surgery or hospitalization for which may specific consent must first be obtained.

Parent/Guardian's Signature:

Director's Signature:

Witness' Signature:

Date:

	Sample Policies and Procedures Juvenile Detention Facilities	Policy Number 15.3	Pages 3
	Chapter Medical and Health Care Services	Related Standards 4C-04, 06, 19, 20, 26—28, 32, 34	
Subject Hospital Facilities and Equipment			

POLICY

All juveniles are provided health care services appropriate to their medical needs. The facility has arrangements with community hospitals to provide services not available in the facility's medical section. Facility health care space, equipment, and supplies shall be adequate to meet the needs of the juveniles.

PROCEDURES

A training program is established by the facility's health authority in cooperation with the Director. Juvenile careworkers and other staff are trained to respond to health-related situations within four minutes. Health training covers the following areas:

- recognition of signs and symptoms and knowledge of action required in emergency situations
- administration of first aid and cardiopulmonary resuscitation (CPR)
- methods of obtaining assistance
- signs and symptoms of mental illness, retardation, and chemical use/dependency

Examination Room

The facility maintains an adequately equipped examination room that ensures the privacy and dignity of the patient during treatment. The examination room shall contain at a minimum the following equipment:

- thermometers
- blood pressure cuff and sphygmomanometer
- stethoscope
- ophthalmoscope
- otoscope
- percussion hammer
- scale
- examination table
- gooseneck light
- refrigerator with lock
- locked storage cabinets for medical record files
- stretcher and wheelchair
- a sink equipped with hot and cold running water with no-hand operating controls

The examination room should have the following current reference documents:

- Physician's Desk Reference
- AMA Drug Evaluation
- medical dictionary
- emergency care reference work
- general medical text

Hospital Transfers

All transfers to the local hospital shall be made only with authorization of the medical staff or the physician. All juveniles transferred must be accompanied by a staff member who shall stay at least through the admission process. No transfers shall be initiated without prior doctor-to-doctor communication in accordance with these guidelines.

Whenever possible, nonemergency inpatient care and specialty consultations shall be arranged at least one week in advance.

Once each week, the medical staff shall provide the Administrator for Management Services and the Assistant Director for Program Operations with a list of scheduled hospital or clinical trips for the following week.

The Administrator for Management Services will arrange for transportation and the Administrator for Program Operations will arrange for security coverage. When ambulance transport is required, the medical staff shall make the necessary arrangements with a local ambulance service and then notify the Administrator for Program Operations of the need for staff to accompany the juvenile.

Referral to a hospital other than the local hospital shall be made at the discretion of the medical staff or facility physician. After a juvenile is admitted to a hospital, the hospital medical staff must monitor his/her condition and arrange for return to the facility or transfer to another hospital.

All emergency transfers shall be accomplished, at the discretion of the medical staff, according to these same procedures.

Disaster Plan

The medical staff shall prepare a disaster plan to be submitted to the Director. This should be compatible with other emergency disaster plans approved by the Director and shall include provisions for the following:

- emergency evacuation of juveniles
- triage of large numbers of casualties
- use of medical vehicles
- use of local hospital services
- communication procedures for medical staff
- security procedures

Hunger Strike

In the case of a juvenile declaring a hunger strike, the following procedures shall be implemented:

- the juvenile's parents/guardians shall be contacted
- the juvenile shall be offered a medical evaluation by the medical staff. The juvenile's acceptance or refusal to be examined shall be documented, signed, and witnessed. If the juvenile refuses, he/she shall be offered vital sign monitoring by the medical staff on a daily basis. Each visit must be documented and witnessed.
- medical staff shall visit the juvenile at least three times a day for assessment of his/her physical condition
- all meals shall continue to be provided

Use of Restraints

Medical staff shall use restraints only as a last resort for juveniles who present a serious danger to themselves or others (e.g., assaultive behavior toward medical staff or other juveniles; suicidal behavior; attempts to remove tubes or dressings necessary for their care; administration of self-inflicted wounds). Under no circumstances shall restraints be used as a disciplinary measure or as a convenience for the medical staff.

The use of restraints in the facility medical section shall be approved only by a physician. Other medical staff may apply restraints after receiving verbal approval from the physician. When verbal approval is obtained, the authorizing physician shall document the order in writing within twenty-four hours. All prescriptions for restraints shall be signed by the authorizing physician and entered in the appropriate section of the medical record.

A prescription for restraint shall include the purpose of and clinical justification for the type of restraint used and the length of time for which restraint measures are to be imposed, not to exceed twenty-four hours. If further restraint is required beyond the maximum twenty-four hours, a new prescription must be issued by a physician based on observation of the juvenile's behavior and clinical condition. The determination for restraint removal shall be made by the physician or by a member of the medical staff following consultation with the physician.

Juveniles receiving restraint measures shall be observed visually by a member of the medical staff at least every fifteen minutes. Each visual check shall be recorded in the juvenile's chart or record and signed by the documenter. The observation shall be direct, not through a window. The careworker shall communicate with the juvenile at this time.

The type of restraint used shall cause the least possible discomfort and be administered in a humane manner. Unless there is an immediate danger of harm to self or others, restraints shall be applied loosely to permit some freedom of movement.

Prostheses

Procedures for acquiring medical prostheses shall be made available to juveniles by the medical staff in accordance with a medical prescription and resources available to purchase a prosthesis.

Location and Content of First Aid Kits

The nurse shall make periodic inspections of the contents and locations of first aid kits. First aid kits shall be placed in each housing section and the control center in each section.

At a minimum, each first aid kit shall contain the following materials:

- rolled gauze
- sponges
- triangle bandage
- adhesive bandages
- band-aids
- instruction pamphlets for first aid
- salves and medication approved by the medical staff
- antiseptic lotion
- first aid book
- note paper and pencil
- blunt-end scissors, safety pins, and tweezers
- ammonia inhalant

The contents, locations, and use of first aid kits shall be reviewed at least annually by the medical staff, who shall send an evaluative report to the Director.

Dispensation of Medications

The person administering medications shall have training from the responsible physician and the official responsible for the facility. He/she is accountable for administering medications according to orders and records.

The administration of medications shall be done in a manner approved by the responsible physician. This does not include psychiatric medication or medicines given by injection. Such medications should only be administered by trained medical personnel of at least the level of registered nurse. Staff should also be trained to administer over-the-counter items such as aspirin, personal hygiene items, and cough drops.

Daily Living Program

Juveniles shall be taught by juvenile careworkers as a part of daily living the importance of developing sound personal hygiene habits. Personal grooming, including wearing clean clothes and taking daily showers, and housekeeping, including cleaning one's own room regularly, shall be stressed as part of the routine.

All staff shall aid in the hygiene process by modeling good personal hygiene habits and by operating a clean facility.

Education and Training

Health modules dealing with a broad range of issues such as birth control, sex education, AIDS and other infectious diseases, smoking, stress, personal hygiene, and dental hygiene shall be an integral part of the curriculum.

 Sample Policies and Procedures Juvenile Detention Facilities	Policy Number	Pages
	15.4	2
Chapter	Related Standards	
Medical and Health Care Services	4C-21—23, 38	
Subject		
Physical Examinations		

POLICY

Each juvenile is provided medical care from the time of admission throughout the period of detention. This continuous care includes medical screening for clinical history at admission, a complete physical examination for all juveniles (except intra-system transfers) following admission, and additional physical examinations on a regular basis.

PROCEDURES

New Admissions

Physical examinations shall be completed within twenty-four hours of arrival at the facility for all new juveniles.

Intake Screening

The Intake Officer shall perform a health screening inquiry at the time of admission.

Medical Screening

Each juvenile shall be screened by a member of the medical staff. Findings of the screening shall be recorded on a form approved by the medical staff. Program staff shall be informed of special medical or physical problems that might require attention. The receiving screening shall include inquiry into current illnesses and health problems, including the following:

- medications taken
- special health requirements
- use of alcohol and other drugs, including types, makes, and amounts of drugs used; frequency of use; date of last use; and history of problems occurring from withdrawal
- dental problems
- mental health problems
- past or present treatment or hospitalization for mental disturbance or suicide risk or attempt
- sexually transmitted diseases
- other designated health problems
- height, weight, blood pressure, and temperature

The juvenile's general behavior should be observed, including the following:

- state of consciousness
- mental status
- appearance
- tremor or sweating
- body deformities
- ease of movement
- condition of skin, including trauma, bruises, lesions, jaundice, rashes, infestations, and needle marks or other signs of drug abuse

After the screening is completed, the medical staff should make one of the following recommendations:

- disposition to general population
- disposition to general population, with referral to the appropriate physician
- immediate referral to health care staff

Delousing

Each newly admitted juvenile shall be examined for lice during the receiving screening.

Screening for Communicable Disease

Examinations shall be performed by the medical staff for all symptomatic cases. Facility staff and juveniles with symptomatic signs will be tested for such diseases as tuberculosis, ova and parasites, infectious hepatitis, venereal disease, and AIDS (Acquired Immune Deficiency Syndrome).

Intra-system Transfers

Screenings for intra-system transfers are slightly different from those for new admissions. Screenings for intra-system transfers shall include an inquiry into:

- whether the juvenile is being treated for a medical, dental, or mental health problem
- whether the juvenile is presently on medication
- whether the juvenile has a current medical complaint

The observations of the juvenile's general behavior are the same as they would be for a new admission. In addition, the options for medical disposition are also the same as they would be for a new admission.

 Sample Policies and Procedures Juvenile Detention Facilities	Policy Number	Pages
	15.5	2
Chapter	Related Standards	
Medical and Health Care Services	4C-16, 35, 39	
Subject		
Mental Health Care Program		

POLICY

All juveniles are provided access to a comprehensive mental health program designed to provide examination, diagnosis, and treatment. Psychiatric and psychological diagnosis and treatment of detained juveniles should be available as needed.

PROCEDURES

Screening Services

Screening, care, and/or referral for care of juveniles in need of mental health or mental retardation services will be provided. The specific referral sources shall be designated in advance by the facility physician.

Mental Health Transfers

Any juvenile whose condition is beyond the range of services available in the facility shall be transferred to a specialized facility that may more effectively meet his/her needs.

Mental Health Services

Mental health services shall be provided by qualified mental health professionals who possess educational and/or licensure or certification criteria as specified by their professional disciplines. The following services shall be made available:

- review of all admission screenings with mental health recommendations
- review of data from staff observations
- evaluation of individual interviews and tests to assess intellect and coping capabilities
- treatment as indicated either by the use of in-house staff or consultant contractors
- transfer to another facility equipped to provide the required services

Mental Health Emergencies

Evaluations shall be performed as approved by the medical staff or the Director when a juvenile exhibits behavior that may be suicidal, homicidal, or otherwise extremely inappropriate.

If a juvenile exhibits suicidal behavior during regular business hours, he/she shall be observed under suicide watch by at least one trained juvenile careworker. This watch shall be on a continuous basis until evaluation can be performed by a clinician. However, if staff still feel that the juvenile is suicidal, the watch will be continued.

Juveniles exhibiting psychotic or homicidal behavior shall be referred to the facility clinician for evaluation and advice. A professional evaluation shall be performed within twelve hours. Should an evaluation not be possible, a request for emergency transfer to an appropriate facility shall be initiated.

If a mental health emergency arises after regular business hours and is likely to require transfer to an appropriate medical or mental health facility for evaluation and/or treatment, the Director shall be notified of the emergency and may approve a transfer. If the juvenile is approved for transfer, the facility may supply twenty-four-hour-a-day custody or coverage until the juvenile is returned or transferred to another facility. Staff shall prepare a written report to accompany the juvenile that includes the following information:

- the date, time, and nature of the emergency
- a description of the juvenile's behavior
- any current medication the juvenile is taking
- any other pertinent information

The medical staff of the contract facility shall be notified of the juvenile's transfer and specific reasons for it.

Juveniles injured in suicide attempts shall be provided first aid and/or CPR by the medical staff or health-trained juvenile careworkers. Potentially harmful items (e.g., razor blades, belts, suspenders, matches, pens, pencils, plastic bags, hard plastic that can be broken and sharpened on concrete, mirrors, glasses, pins) shall be removed by juvenile careworkers or the Supervisor from the juvenile and the area in which he/she is placed. Any such action shall be recorded in the log book.

Written reports of any suicide attempts shall be forwarded to the Administrator for Program Operations. Copies of the report shall be sent to the Supervisor and the Director.

All staff involved in the admission and supervision of juveniles shall take a suicide prevention and intervention training program that is approved by a qualified medical or mental health professional. The program shall include at minimum the following information:

- effective interviewing at intake screening
- identification of suicide signs and symptoms
- supervision of suicide-prone juveniles

Potential suicide cases may exhibit the following signs:

- severe loss of interest in activities or relationships previously enjoyed
- depressed state indicated by withdrawal, periods of crying, insomnia, or lethargy (sluggishness, indifference to surroundings)
- extreme restlessness, such as pacing up and down in a robot-like manner
- past history of suicide attempts
- active discussion of suicide plans
- sudden and drastic changes in eating or sleeping habits
- giving valued possessions away
- unusual agitation or assertiveness
- appearing to be under the influence of drugs or alcohol at admission

 Sample Policies and Procedures Juvenile Detention Facilities	Policy Number	Pages
	15.6	1
Chapter	Related Standards	
Medical and Health Care Services	4C-25	
Subject		
Emergency Dental Care		

POLICY

Dental care shall be provided to each juvenile on an emergency basis by a dentist or other fully qualified professional authorized to provide care in accordance with state licensing requirements.

PROCEDURES

Juveniles admitted to the facility shall receive dental care under the supervision and direction of a dentist licensed in the state. Dental services shall include the following:

- dental screening at admission
- dental examination within seven days of screening, if indicated
- dental hygiene service within fourteen days of admission
- dental treatment after informed consent has been obtained when the health of the juvenile would otherwise be adversely affected

The facility provides twenty-four-hour emergency medical and dental care as outlined in a written plan that includes the following arrangements:

- on-site first aid and crisis intervention
- emergency transportation, including security procedures concerning the immediate transfer of juveniles
- use of hospital emergency rooms or other appropriate health facilities
- emergency on-call physician and dental services when a health facility is not located in a nearby community

Dental Services Offered

Juveniles shall receive immediate attention on an emergency basis, and prompt diagnosis and treatment shall be arranged when informed consent is obtained. Emergency conditions requiring immediate evaluative treatment may include the following:

- bleeding and pain
- acute periapical abscess
- acute periodontitis
- Vincent's infection
- acute gingivitis
- acute stomatitis
- fractures of teeth
- fracture of jaw(s)
- gaping wounds of lip and/or cheek

Any staff member who has reason to believe a juvenile is experiencing an emergency condition shall notify the medical staff and request instructions. The medical staff shall examine the juvenile, evaluate his/her condition, and make arrangements for appropriate treatment.

	Sample Policies and Procedures Juvenile Detention Facilities	Policy Number 15.7	Pages 1
	Chapter Medical and Health Care Services	Related Standards 4C-07--09, 29	
Subject Sick Call			

POLICY

Juveniles' requests for medical care are monitored and responded to daily by qualified medical staff. Juveniles are referred to a physician when required.

PROCEDURES

Facility Staff Assistance

A juvenile careworker shall assist the medical staff with control and scheduling of sick call.

Sick Call

Nonemergency medical service conducted by a physician or other qualified medical staff is available to each juvenile at least three times per week. Juveniles shall be permitted to register a health care complaint and make a request for medical care at any time. All policies concerning this system shall be communicated to the juvenile upon arrival and are in language easily understood by the juvenile.

Complaints

Any sick call that is conducted by health care personnel other than a physician shall have any complaints, concerning the examination or any service the juvenile did or did not receive, reviewed by a qualified physician.

Sick Call Log

Daily sick call records listing all juveniles attending sick call, their complaints, and the disposition of their cases shall be maintained by the medical staff conducting the daily sick call or the assisting juvenile careworkers.

Emergency Sick Call

Daily twenty-four-hour coverage is available at the facility. Any staff member who believes a juvenile is in need of emergency care shall contact a medical staff member, who will evaluate the complaint and examine the juvenile.

Restricted Juveniles

Sick call for juveniles restricted or isolated for disciplinary reasons shall be conducted daily following procedures set up by the medical staff. Staff members conducting the restricted sick call shall record and indicate dispositions for all complaints.

Review

Sick call reviews shall be conducted by a physician on a regular basis and shall include the following procedures:

- examination of the log book for sick call
- review of referrals made by the medical staff
- discussion with the medical staff member who conducted the sick call

 Sample Policies and Procedures Juvenile Detention Facilities	Policy Number	Pages
	15.8	2
Chapter	Related Standards	
Medical and Health Care Services	4C-14, 30, 31, 40, 41	
Subject		
Special Health Care Programs		

POLICY

A written individual medical treatment plan that includes directions for medical and nonmedical personnel in the care and supervision of patients shall be developed by the appropriate physician, dentist, or other qualified health care practitioner. The plan shall include a statement of short-term and long-term medical goals, specific sources of therapy, and provisions for referral to supportive or rehabilitative services when necessary.

PROCEDURES

Plan Development

The medical staff or attending physician shall develop a written treatment plan for each juvenile who requires a special health care program. Identification of these patients shall be made through staff referral, sick call, physical examination, or self-referral.

Convalescent Care

Medical staff determine the proper medical placement for patients requiring close observation during postoperative recovery or recovery from other illness or injury.

Detoxification

If a juvenile is in need of detoxification from alcohol or other drugs, it must take place under the direct supervision of medical staff. When detoxification is required, the physician shall consult with the medical staff for possible placement in an appropriate addiction center.

Management of Alcohol or Drug Dependency

An individualized treatment program shall be developed and implemented by a physician and the medical and careworker staff in a cooperative effort. This plan shall include the following:

- diagnosis by a physician
- determination by the physician as to whether the juvenile requires non-pharmacological care
- referrals to specific community programs and resources during the juvenile's stay and, when appropriate, after release

Female Health

Facilities housing females shall provide obstetrical and gynecological services and family planning education as needed.

Prenatal and Postnatal Care

A treatment plan that includes special care, regular medical check-ups, and special dietary or recreational needs will be developed for pregnant juveniles.

Health Education

Programs should be provided through the medical staff, teachers, and juvenile careworkers to all juveniles on the importance of preventive medicine in developing sound personal health care. These educational programs shall include initial admission/orientation sessions and regular distribution of instructional health materials through internal publications.

Medical education programming for juveniles should cover the following topics:

- first aid procedures
- medical emergency procedures
- personal hygiene

- self-care for chronic illnesses
- effects of smoking and drug and alcohol abuse
- communicable disease control for tuberculosis, sexually transmitted diseases, and AIDS
- dental hygiene
- dangers of self-medication
- information about the services and facilities available for specific health care problems

Disabled Juveniles

All disabled and infirm juveniles shall be housed in facilities appropriate to their needs. Every effort shall be made to allow disabled juveniles to participate in regular programming. Any juvenile who is unable to participate in regular programming shall be evaluated for transfer to a more appropriate facility.

Refusal of Admission or Transfer Referral

The Director reserves the right to refuse admission or transfer of a juvenile because of mental illness, developmental disability, physical condition, need of detoxification services that cannot be performed adequately in the facility, or need of more sophisticated services than are available at the facility. Such a determination shall be made after consultation with a physician. Notification to the court shall be immediate and include reason for the refusal.

 Sample Policies and Procedures Juvenile Detention Facilities	Policy Number	Pages
	15.9	1
Chapter	Related Standards	
Medical and Health Care Services	4C-36, 37	
Subject		
HIV and Infectious Diseases		

POLICY

It is the policy of this facility to address the management of serious and infectious diseases, including specific actions to be taken by employees concerning juveniles who have been diagnosed HIV positive.

PROCEDURES

General Plan

There shall be a general program established in cooperation with the local health authority to deal with infectious diseases in the facility. The program shall address:

- ongoing education for staff and juveniles
- control, treatment, and prevention strategies that may include screening and/or testing
- special supervision and/or special housing
- protection of individual confidentiality
- media relations

HIV-positive Juveniles

The facility shall develop a list of specific actions to be taken in the incidence of a juvenile's diagnosis of HIV-positive. These guidelines shall cover, at a minimum:

- when and where juveniles will be tested
- appropriate safeguards for juveniles and staff
- when and under what conditions juveniles shall be separated from the general population
- staff and juvenile training
- confidentiality issues

 Sample Policies and Procedures Juvenile Detention Facilities	Policy Number	Pages
	15.10	1
Chapter	Related Standards	
Medical and Health Care Services	4C-43, 44	
Subject		
Prohibition of Medical Experimentation		

POLICY

This policy prohibits the use of juveniles for medical, pharmaceutical, or cosmetic experiments by either medical staff or outside researchers. This does not preclude individual treatment of a juvenile based on his/her need for a specific medical procedure that is not generally available.

PROCEDURES

Any staff member who receives a request for or observes an action that involves or appears to involve medical or drug experimentation using juvenile subjects shall report such contact and/or observations to his/her Supervisor in writing. Copies of the report shall be sent to the medical staff and the Director.

The medical staff shall permit statistical and management research involving the study of patient use patterns and management. Psychological and social research may be conducted only as allowed by the regulations governing social science research and with the approval of the medical staff, the presiding juvenile court judge, and an attorney.

Stimulants, tranquilizers, and psychotropic drugs are not to be used under any circumstances for program management, experimentation, or research purposes.

This policy shall not preclude the individual administration of treatments that may not be generally available.

 Sample Policies and Procedures Juvenile Detention Facilities	Policy Number 15.11	Pages 1
	Chapter Medical and Health Care Services	Related Standards 4C-42
Subject Informed Consent		

POLICY

All informed consent standards in the jurisdiction are observed and documented for medical care. The informed consent of parent, guardian, or legal custodian applies when required by law. When health care is rendered against the juvenile's will, it must be in accord with state and federal laws and regulations. Any juvenile desiring medical treatment is accorded the same right to bodily integrity available from a community medical facility.

PROCEDURES

Explanation of Risk

Prior to initiating a medical procedure, the physician or dentist shall explain the procedure and its alternatives and risks to the juvenile and/or parent/guardian.

Written Consent

The juvenile and/or parent/guardian shall sign a written consent form authorizing the specific treatment. The consent form will be included in the juvenile's medical record.

Refusal of Treatment

If a juvenile and/or parent/guardian chooses to refuse treatment recommended as necessary by the medical staff, a form stating refusal to submit to treatment shall be signed. A medical staff member shall witness the form, and the form will be filed in the juvenile's medical record.

 Sample Policies and Procedures Juvenile Detention Facilities	Policy Number	Pages
	15.12	2
Chapter	Related Standards	
Medical and Health Services	4C-45	
Subject		
Notification of Illness or Death		

POLICY

Provisions shall be made for the prompt notification of a juvenile's parents or guardians and the responsible agency in case of serious illness, surgery, injury, or death.

PROCEDURES

Communications

The following chain of communication shall be initiated in the event of a juvenile's death: the medical staff shall notify the Director immediately; the Director shall promptly notify the Chaplain and Coroner by telephone; the Chaplain shall notify the juvenile's parents or guardians by telephone.

Following proper examination by a physician and consent of the Coroner, the body shall be released to a funeral home as directed by the Office Manager. The funeral home representative shall document receipt of the body.

If the death is by suicide, homicide, accident, or other suspicious circumstances, the body may not be removed without the permission of the Coroner and the District Attorney. In such cases, a post-mortem examination shall be requested and an autopsy report sent to the Director.

Documentation of Incident

Records and reports required for all deaths occurring within the facility or on facility property shall meet the following requirements:

- all staff who possess information about circumstances surrounding the death shall complete a report-of-incident form
- all incident reports shall be dated and signed by the documenter and completed as soon as possible following the incident or discovery of the body
- reports shall include names of other persons on the scene, observations, and the timing of events
- if emergency lifesaving measures are attempted, a designated member of the medical staff on the scene shall take notes of the procedures used. Containers of any medications used to revive the juvenile, as well as specific pieces of equipment used for such lifesaving measures, must be saved.

Notification of Next of Kin

The juvenile's next of kin shall be notified as soon as possible after the physician determines that the patient is either deceased or is in imminent danger of death due to serious illness or injury.

Persons previously designated by the juvenile shall be informed. Notification shall be by a person specially trained in crisis intervention and counseling, usually the Chaplain or a member of the medical staff. The notifier should not include conclusions or opinions based other than on proven fact provided by the attending physician and/or investigating officials.

Telephone notification shall be followed by a telegram delivered to the next of kin within twenty-four hours from time of death or placement on a critical list. In death notifications, the telegram wording shall request permission for autopsy and instructions for the disposition of the body.

The administrative office shall forward a letter to next of kin within one week of the juvenile's death or placement on the critically ill list that informs the relative(s) of the nature of the crisis and expresses appropriate concern for the situation. The letter should discuss disposition of personal assets and/or property, if appropriate, as well as facility policy concerning medical bills and funeral expenses.

Child Abuse Notification

Any person who has reasonable cause to suspect that a juvenile's injuries or death resulted from child abuse or neglect shall immediately inform the Director. The Director will have the juvenile examined by the facility physician and notify the juvenile's parents or guardians. The Director must be careful to adhere to local and state laws regarding reporting of and actions taken in cases of suspected child abuse.

 Sample Policies and Procedures Juvenile Detention Facilities	Policy Number	Pages
	15.13	3
Chapter	Related Standards	
Medical and Health Care Services	4C-18—20, 44	
Subject		
Use of Pharmaceutical Products		

POLICY

State and federal regulations relating to the dispensation, distribution, and administration of medications shall be followed. Medications shall be distributed or administered only by qualified members of the medical staff and in accordance with the physician's orders.

PROCEDURES

Pharmacy Management

The medical staff shall require that all pharmacy procedures adhere to applicable state and federal laws and regulations.

Where prescriptions are generated by contract or consultant health providers, substitutions may be made in accordance with approved guidelines contained in the Central Drug Formulary and approved by the facility's physician.

Prescription Practices

All pharmaceuticals shall be prescribed in accordance with the Central Drug Formulary, which governs approved prescription and nonprescription medications. Practices to be followed by the health care staff include the following:

- discouraging the long-term use of minor tranquilizers and analgesics subject to abuse unless clinically indicated
- specifying stop order time periods for all behavior-modifying medications and other medications subject to abuse; a reevaluation shall be performed by the facility physician prior to the renewal of such prescriptions
- dispensing psychotropic medications only when clinically indicated; when necessary, the patient shall be referred to the parent agency psychiatrist for an evaluation of medication needs
- prescribing medications only on authorization of the supervising physician; verbal authorizations for prescriptions must be signed by the physician within twenty-four hours of authorization

Stimulants, tranquilizers, and psychotropic drugs requiring intramuscular administration are prescribed and administered only by a physician following a physical examination. Under no circumstances is a stimulant, tranquilizer, or psychotropic drug administered for purposes of program management and control or for experimentation and research.

All prescriptions shall be signed by a qualified health professional licensed and authorized by the appropriate jurisdiction.

Medication Distribution or Administration

No medication is to be administered to any juvenile except under the following circumstances:

- on an individual case-by-case basis
- by single dosage except for certain drugs that are allowed to be carried (e.g., nitroglycerine, Cafegot, Ergostat, inhalants, eye and ear drops)
- at prescribed times
- by a designated staff member (e.g., physician, licensed nursing staff, or other staff who have been trained in medication administration)
- as authorized by a medical doctor or dentist

The administration of all medications shall be recorded on a form approved by the medical staff that becomes part of the juvenile's medical record. Each dose shall be documented with the date and time of administration and the signature or initials of the staff member administering it.

Should a juvenile refuse a prescribed medication, he/she shall be required to sign a refusal form approved by the medical staff. If the juvenile refuses to sign the form, the form shall be witnessed by a staff member other than the one responsible for administering the medication. Following no more than three refusals of medication, the juvenile shall be examined by a qualified health care provider. Immediate attention is required in refusals of life-safety medications.

Any medication prepared for administration later in the day or by another staff member is to be placed in a container labeled with at least the following identifying information:

- the juvenile's name, number, and location
- the time and date the medication is to be administered
- all special instructions
- the name of the person who prepared the medication

Security and Storage of Controlled Substances

Controlled substances except for narcotics, methadone, and insulin shall be stored by the medical staff in locked containers that are securely fastened to a major structural support (e.g., a steel beam or concrete floor).

All narcotics, methadone, and insulin shall be stored in a safe located in an area that is inaccessible to juveniles and unauthorized staff. Access shall be limited to pharmacy and medical staff members with authorization by the Director.

Insulin, prefilled insulin syringes, and other medications requiring refrigeration shall be stored by the medical staff in a locked refrigerator. Needles, syringes, and over-the-counter drugs shall be stored in locked metal containers. Over-the-counter medications shall be stored in limited supply in the examination rooms or other areas as authorized in writing by the medical staff and the Director.

Each container for dispensed medication is to be labeled by the medical staff with at least the following identifying information:

- name and number of the juvenile
- name of the person who filled and dispensed the prescription
- name of the medication and directions for its use
- date of filling and dispensing
- name and address of the pharmacy or doctor
- amount dispensed

All controlled dangerous substance stock on hand shall be verified at least once a year by physical inventory by the licensee and the person responsible for its security and recordkeeping. Working stock shall be verified at least monthly or sooner, preferably at each shift change. Any theft or unexplained loss of a controlled dangerous substance shall be reported immediately to the state Bureau of Narcotics and Dangerous Drugs and to the Director and the parent agency.

Inventory

Complete records of controlled substances and related equipment shall be maintained by medical staff. Narcotics, prescription drugs, needles, and syringes shall be inventoried weekly. A report of the inventory shall be submitted to the Director. All prescription drugs, needles, and syringes shall be recorded in the medication log, which will serve as a perpetual inventory.

At least weekly, the medical staff shall review the medication log, citing medications received and used. All inventories and reviews of inventories shall be documented in writing in the medication log with the staff member's signature and the date.

Sample Medication Record

Medication Record

Patient's name:

Health problems:

Allergies:

Nonprescription medications:

Date: Time:
Item: Amount:
Administered by (medical staff member):

Date: Time:
Item: Amount:
Administered by:

Prescription medication:

Date: Time:
Count: Amount:
Administered by:

Date: Time:
Amount:
Administered by:

Date: Time:
Amount:
Administered by:

Prescription medication:

Date: Time:
Count: Amount:
Administered by:

Date: Time:
Amount:
Administered by:

Date: Time:
Amount:
Administered by:

Comments:

CHAPTER 16 INTAKE AND ADMISSION

COMMENTARY

This chapter encompasses American Correctional Association Standards 3-JDF-1A-08, 09, 4B-14, 4C-07, 5A-01—11, 13, 15, and 16.

The sample policies apply to facility personnel who are responsible for the juvenile intake function and for guiding a juvenile's transition into the facility. This chapter assigns admission authority and outlines how, why, and when a juvenile should be accepted into the facility.

	Sample Policies and Procedures Juvenile Detention Facilities	Policy Number 16.1	Pages 3
	Chapter Intake and Admission	Related Standards 1A-08, 09, 5A-01, 03—0, 13	
Subject Detention Intake Procedures			

POLICY

A juvenile shall not be detained unless one of the following conditions exists:

- he/she is a fugitive from another jurisdiction
- he/she requests protection in writing for circumstances that present an immediate threat of serious physical injury
- he/she is charged with murder in the first or second degree
- he/she is charged with a serious property crime or a crime of violence other than first or second degree murder that if committed by an adult would be a felony
- he/she is already detained or on conditioned release in connection with another delinquency proceeding
- he/she has a demonstrable recent record of willful failures to appear at family court proceedings
- he/she has a demonstrable recent record of violent conduct resulting in physical injury to others
- he/she has a demonstrable recent record of adjudications for serious property offenses
- there is no less restrictive alternative that will reduce the risk of flight, serious harm to property, or the physical safety of the juvenile or others.

PROCEDURES

Investigation and Determination

After a juvenile or a juvenile's case has been referred to the facility, the Intake Official shall review the authorizing document for information on the juvenile such as name, age, and charge. Court orders and bench warrants should be reviewed for information and instructions. The purpose of this investigation is to determine whether the accused is a juvenile as defined by the courts and whether the judicial district is the appropriate one. If the Intake Official has any questions about the authorization document, he/she should have them answered before allowing the transporting officer to leave.

Prior to any further steps, the juvenile shall be informed of all steps in the intake process. The Intake Officer should take time to explain anything the juvenile does not understand. The juvenile should be screened for injury, intoxication, and acute illness. If there is any doubt about the physical or mental condition of the juvenile, the medical staff shall screen him/her prior to acceptance. If no one from the medical staff is available and the Intake Official believes the juvenile needs medical attention, he/she shall refuse to admit the juvenile until the transporting officer presents proper documentation.

If the Intake Official determines that the accused is not a juvenile or that the matter is outside the jurisdiction of the court, the accused shall be released according to the detention criteria. If it is determined that the juvenile should be detained, a notice shall be filed with the court giving specific reasons for detention. There shall be a system for independent review of intake decisions to ensure that decisions are made according to the needs of the juvenile and his/her situation.

The Intake Officer has the authority and responsibility to order unconditional or conditional release of a juvenile for whom a petition has been filed. These decisions should be made according to the degree of control specified on the petition. The parameters of this authority and responsibility shall be provided, in writing, to the Intake Officer.

There are some noncourt services that are appropriate for juveniles, and their families in some cases, that are available as an option to detention. These referrals are voluntary and are agreed upon by the juvenile and parent/guardian. These referrals are in writing and can have a specified period of completion.

If the juvenile is not released, a request for a detention hearing shall be made to the court. The hearing shall be held preferably within twenty-four hours but not later than the time prescribed by law.

If the accused juvenile remains in detention after the detention hearing, the Intake Official should review alternatives to continued detention. A report on this review should be presented to the court at the status review hearing, which should be held within seven court days.

Authorization for Admission

A juvenile may be considered for detention upon receipt of the following information:

- an arrest report from a local, state, or special law enforcement agency indicating specific public offenses
- bench warrants issued by the court
- an order of detention issued by the court
- a request from a probation or parole officer due to alleged violation of probation or parole conditions only when it is necessary to protect public safety, prevent self-injury, facilitate transfer, or ensure the presence of the juvenile at court hearings
- a request for a hold under the Juvenile Interstate Compact

Receipt for Juvenile

A receipt for the juvenile is prepared in triplicate and signed by the arresting officer and the Intake Official. The receipt and a report of the Intake Official's disposition of the case shall be promptly filed with the law enforcement agency for which the officer works. In addition to information about the circumstances of the alleged misconduct, the report shall include the following information:

- the grounds on which the arresting officer believes custody was authorized
- the efforts taken to contact the juvenile's parents/guardians
- the reasons why the juvenile was not released to his/her parents/guardians
- a statement of whether the juvenile is on probation or parole or has another delinquency offense pending
- the signature of the arresting officer or his/her supervisor or juvenile law enforcement officer if he/she aided in the disposition of the case

Juveniles under the care, custody, and control of another agency will not be detained simply because of agency rules or policy violations. Instead, they will be processed according to the procedures for a juvenile who is not under an agency's supervision if he/she violates the law. The Intake Official will notify the caseworker from the other agency of any actions taken as soon as possible. Each juvenile will be assigned a court service worker or probation officer at intake.

Abuse or Neglect

If abuse or neglect is apparent or suspected during the intake process, the Director should be notified immediately and appropriate actions should be initiated. If medical treatment appears to be necessary, it will be arranged promptly.

Guidelines for Identifying an Abused Juvenile

A juvenile is to be considered physically abused when he/she indicates that his/her parent or guardian inflicted or allowed to be inflicted any of the following symptoms:

- marks or welts
- cuts, punctures, or scratches
- broken bones or skull fractures
- burns
- human bites
- internal injuries
- suspicious scars
- evidence of sexual assault

Guidelines for Identifying Neglected Juveniles

Neglect may be recognized by, but not limited to, the following signs:

- malnutrition or dehydration
- exposure
- untreated ongoing medical problems (e.g., infected skin lesions, untreated dental problems)
- failure to thrive
- deformity
- emotional disturbance
- social retardation
- death

As mandated by law, anyone who knows or suspects that an incident of alleged child abuse or neglect has occurred must immediately report this to the local Juvenile Agency.

The following information should be given, if possible:

- name and address of the juvenile and his/her parents or guardians
- age of the juvenile
- nature and extent of the injury or maltreatment
- any previous injury or maltreatment
- name of the alleged perpetrator
- any other relevant information

 Sample Policies and Procedures Juvenile Detention Facilities	Policy Number 16.2	Pages 3
Chapter Intake and Admission	Related Standards 4B-14; 4C-07, 5A-02, 11, 14—16	
Subject Admission Procedures		

POLICY

The admission and orientation process shall be conducted immediately following a juvenile's arrival at the facility.

PROCEDURES

Admissions Form

For each juvenile admitted to the facility, an admissions form shall be completed. (See Policy 5.1.)

Classification

Each juvenile will be classified according to his/her age, sex, delinquent orientation, level of risk, and program needs. Special consideration shall be made for juveniles that are mentally or emotionally disturbed, retarded, handicapped, abused, or have other unusual conditions.

Orientation Process

The Admitting Official shall treat the juvenile in a pleasant and courteous way, explaining each step of the admission procedure clearly before beginning. Both the juvenile and his/her property shall be searched upon admittance to the facility.

Showering Process

The juvenile shall be escorted to the showering area by an Admissions staff member of the same gender. The juvenile should disrobe, and the staff member should search, label and record all personal clothing and its condition. If facility clothing is to be issued, it should be explained that the juvenile's personal clothing will be laundered and neatly stored at the facility or sent home at the discretion of the juvenile.

During this time, the staff member should look for possible disorientation or confusion, substance abuse problems, cuts or marks, tattoos, etc. A record should be made of any remarkable physical characteristics noted during this time.

If during this process abuse or mistreatment is apparent or suspected, the Director should be notified immediately and the appropriate actions as outlined in Policy 16.1 shall be followed.

Before showering, the juvenile should be issued the following toiletry articles:

- wash cloth
- bar of soap
- clean towel
- comb
- toothbrush
- tube of toothpaste
- feminine hygiene products, when necessary

After showering, the juvenile should receive the following articles of clothing:

- a pair of underpants
- an undershirt or bra
- a shirt or blouse
- a pair of jeans or shorts
- a pair of socks or stockings
- a pair of sneakers
- a set of pajamas or a nightgown
- a robe

- a sweatshirt

The juvenile should also receive and sign for a copy of the juvenile handbook. All of these articles shall be recorded in the juvenile's admission file.

Adjustment Period

Once the juvenile has been assigned to a room and the assignment has been noted on the daily population movement sheet, the Supervisor shall review the juvenile handbook with the juvenile and answer any questions he/she may have about the program.

During this adjustment period, the Supervisor must explain the rules and the possible penalties for breaking those rules. Stress should be placed on the positive rewards of program participation and the privileges that can be earned by acceptable behavior in the facility. The Supervisor should also inform the juvenile of the sick call process in person as well as in writing, and record the personal data and information to be used for mail and visiting lists. If a language barrier exists, the juvenile must receive written orientation material in his/her own language. If there is a literacy problem, a staff member should assist the juvenile in understanding the material.

At this time, the juvenile is allowed two phone calls at facility expense. If the juvenile does make the calls, the numbers should be logged on the appropriate form. If the juvenile refuses or declines, that fact should also be noted.

Program Integration

Once the above process has been completed, the Supervisor shall take the juvenile to the living section and introduce him/her to the other juveniles. To ease the initial adjustment process, the Supervisor shall introduce him/her to a juvenile who is outgoing but not overbearing. The Supervisor should explain to the juvenile that it is normal to feel nervous at first, and that he/she can use his/her room as a sort of retreat. Facility programs and services shall be made available to all juveniles as soon as they are admitted to the living section. At the completion of the orientation process, the juvenile shall sign and date a statement confirming that orientation has been provided, which is then placed in the juvenile's records.

Final Admissions Procedures

The medical staff should be notified when a new juvenile is admitted and schedule the health appraisal. Kitchen staff should be advised of a new arrival and acquaint other staff members with the juvenile. Overall staff impressions should be noted in the log. The Admissions Official shall complete the initial interview and develop an individual detention plan.

Sample Medical Permission Form

Medical Permission Form

In the matter concerning _____, I, _____ the undersigned, certify that
(name of juvenile) (name of parent or guardian)
am the parent/guardian of the above named juvenile, and I hereby give my permission for the _____
_____ to provide any dental, medical, or surgical treatment necessary to the

(name of facility)

welfare of such juvenile while under the jurisdiction and care of the facility. I understand that, except in cases of emergency, I will be notified of any surgery or emergency medical treatment being considered, provided that my whereabouts can be determined.

Medical Insurance Information:

Dental Insurance Information:

Employer:

Insurance Co.:

Policy No.:

Medicare or Medicaid No.:

Insurance Co.:

Policy No.:

Emergency Telephone No.:

Signature of parent/guardian:

Signature and title of witness:

Date:

	Sample Policies and Procedures Juvenile Detention Facilities	Policy Number 16.3	Pages 3
	Chapter Intake and Admission	Related Standards 5A-16	
Subject Personal Property			

POLICY

To further program goal achievement and preserve a degree of personal identity consistent with facility safety and security requirements, juveniles shall be allowed to retain a reasonable amount of personal property.

PROCEDURES

Authorized Personal Property

Juveniles may retain the following items of personal property:

- legal documents
- family pictures (not to exceed ten)
- prescription eyewear
- dentures
- correspondence and address book or list of addresses

Juveniles shall be prohibited from keeping items worth more than \$25 unless specific approval is received in writing from the Director.

Storage of Personal Property

The Supervisor shall collect items such as watches, rings, wallets, and other articles from the juvenile at admission. All items shall be checked for contraband. Money will be placed in the strong box by the Supervisor and noted on the personal property form.

Purses and suitcases will be tagged and listed on the juvenile's personal property card, including description and brand name. Storage location, such as the Supervisor's safe or a storage room, will be listed on the property form. The juvenile will sign the personal property form, and the Supervisor will countersign and date the form. The form will be placed in the juvenile's file and a copy will be given to the juvenile. The Supervisor must store all property prior to the end of the shift.

Special Storage Items

Hazardous items, such as guns, bullets, large knives, and fireworks, must be stored separately and securely until they can be properly disposed.

Verification and Security of Property

Following written completion of the juvenile property record form, the Supervisor shall do the following in the presence of the juvenile:

- address and seal any package(s) to be shipped
- seal all boxes or cartons to be stored and clearly mark the juvenile's name and the date of storage

All property must remain in a securely locked area or under direct staff supervision at all times until it is delivered to the shipper or returned to the juvenile. Any loss of personal property shall be investigated. Compensation will be made if lost personal property is not restored.

Unclaimed Personal Property

When a juvenile is released without claiming his/her personal property, the Supervisor will complete an unclaimed items form. The juvenile's name, locker number, status, and a description of the items are to be recorded on the form. The Office Manager will notify the juvenile's parents/guardians by phone and certified mail to claim the items within

four weeks. To claim the items, the juvenile or an authorized representative must sign both the face sheet and the unclaimed items acknowledging receipt of the items.

If the items remain unclaimed after eight weeks, the Office Manager shall determine the approximate value of the items. If the value of the items is judged to be less than \$25, the Office Manager will arrange for their disposition on a case-by-case basis. Under no circumstances will any of these items, regardless of value, be converted to the personal use of any staff member.

The disposition of the items will be recorded both on the unclaimed items form and in the juvenile's file. Unclaimed items valued in excess of \$25 will remain the responsibility of the facility. Clothing in this category will be relocated to long-term storage and noted on the unclaimed items form and in the juvenile's file. Any amount of money left unclaimed will remain available for claim by the juvenile.

Valuables kept in sealed envelopes will remain on file in the administrative office. The parents and probation officers of juveniles with unclaimed items will be contacted annually in an attempt to return the items.

Sample Personal Property Sheet

Personal Property Record

Juvenile's Name:

Admission Date:

Release Date:

Money:

Personal Property:

Clothing:

Signature of Juvenile at Admission:

Signature of Juvenile at Release:

CHAPTER 17

JUVENILE SERVICES

COMMENTARY

This chapter encompasses American Correctional Association Standards 3-JDF-1A-24, 1C-08, 2E-05, 4A-08, 5A-12, 14, 5B-01—07, 5C-01—06, 5D-01—03, 5E-01—04, and 5F-01—03.

A wide variety of services and programs are recommended for juveniles in detention. Some juveniles remain for only a short period of time, while many remain for long periods. Both groups need full programming, for their benefit and for the smooth operation of the facility. Every effort should be made to reduce idleness and create healthy activity. Cooperation and coordination with the community are encouraged because frequent community contact offers opportunities to improve program quality and quantity.

	Sample Policies and Procedures Juvenile Detention Facilities	Policy Number 17.1	Pages 1
	Chapter Juvenile Services	Related Standards 5A-12, 5B-01—07	
Subject Social Service Program			

POLICY

It is the policy of the detention facility to provide for a social service program that makes available a wide range of resources to address the following needs of the juvenile population: individual, group, and family counseling; drug and alcohol treatment; and special offender treatment.

PROCEDURES

Program Content

The Administrator for Program Operations shall annually determine and reevaluate the collective social service needs of the juvenile population. A report of these findings and any recommended changes shall be forwarded to the Director for approval.

Program Coordination and Supervision

The Social Service Program Supervisor shall have a degree in the social or behavioral sciences (e.g. psychology, social work, or counseling) and shall be responsible for the coordination of the program.

Counseling

Each juvenile is assigned a counselor at admission who conducts an intake interview and is responsible for the juvenile's counseling throughout the detention process.

Individual counseling periods are scheduled as needed. Counselors are also available to juveniles on a spontaneous basis, and office space, preferably in the living unit, is provided to ensure privacy. The juveniles' participation is voluntary.

Where appropriate, facility management shall make community resources available to juveniles and their families.

Counseling shall be provided for pregnant juveniles in accordance with decisions they have made regarding their unborn children.

Other Services

In addition to regular counseling, the following services shall also be available according to the needs of the juveniles:

- mental health services
- crisis intervention
- referrals for treatment of drug and alcohol addiction
- special offender treatment

Case Management

The facility shall provide case management services to each juvenile from admission to release. Social service workers and counselors shall cooperate with juvenile careworkers and share all relevant information.

 Sample Policies and Procedures Juvenile Detention Facilities	Policy Number	Pages
	17.2	2
Chapter	Related Standards	
Juvenile Services	5C-01—06, 2E-05	
Subject		
Juvenile Educational and Vocational Program		

POLICY

To achieve as high a learning potential as is possible and to provide continuity in learning, the facility shall provide individualized education for each juvenile. To accomplish this major goal, the facility shall maintain a minimum teacher-student ratio of one teacher for every ten students. Compulsory education laws will apply to all juveniles.

PROCEDURES

General Goals

The following general goals will be achieved to some extent by all juveniles. They will, however, vary according to the individual juvenile's ability and length of stay and be based on diagnostic testing and individualized prescription in the basic subjects.

- each juvenile will demonstrate proficiency in basic developmental and life skills based on his/her level of academic competency in the various subject areas
- each juvenile will function in a positive environment that builds on his/her strengths while recognizing and improving weaknesses

Facility Education Plan

The person designated as the education coordinator shall develop a facility education plan that includes the following elements:

- assessment materials and procedures to determine the need for remedial or special education services
- outlines of the coursework and individualized education programs provided to meet juveniles' specific needs
- schedules of curriculum activities
- lists of materials and specialized equipment that meet minimum Education Department standards
- an education staff profile depicting all academic instructors and their appropriate certifications

The education program will be evaluated on an annual basis by the facility's education staff and will include review of equipment, curriculum, assessment and testing materials, health and safety procedures, certification of general staff, and implementation of the facility education plan.

Teachers' Responsibilities

Educational and vocational instructors must be licensed and accredited by the state and are required to do the following:

- establish a communication link between public school agencies and the facility to provide continuity to a juvenile's education
- assess the capabilities and needs of individual juveniles assigned to the detention program
- develop and implement an individual education program for each juvenile that will provide a strongly structured environment
- maintain an ongoing record of each juvenile's progress
- maintain an accurate record of the total number of juveniles taught and the total number of hours of instruction

Exemption from the School Program

As a general policy, juveniles may be removed from the school program for a period of time for reasons of serious misbehavior, but must be provided educational resources in their living unit.

Juveniles may be exempt from the school program during the first forty-eight hours they are detained.

As a general policy, juveniles who have already graduated from high school need not attend classes, but may do so if they choose to and if space is available. The juvenile is responsible for verifying graduation.

Selected students, based on need, will be given individualized instructional tasks to be completed in their rooms in the living section. This arrangement should be worked out in advance with the appropriate juvenile careworkers and teachers.

Classroom Attendance

No juvenile will leave the classroom without permission of the teacher or a staff member. Since the program for education is individually structured and allows juveniles to be in different areas at different times, leaving the classroom can be disruptive to the program.

Classroom interruptions for interviews, health contacts, testing, and court-related matters should be kept to a minimum. The Administrator should advise all related activities of the importance of uninterrupted class time for the juveniles.

Classroom Facilities

Designed in conformity with local and state educational requirements, facility classrooms shall have the following amenities:

- adequate classroom space to accommodate the design capacity of the facility
- several individual booths where easily distracted juveniles can work alone and still be under the supervision of the teacher
- space for a large table for active, short-term projects
- storage space for classroom supplies

Education Supplies

Education supplies include all hardware and software used in the program.

Software: Since the program is highly individualized, the facility shall maintain, either through purchase, rental, or loan, various levels of commercially made records, films, and cassette tapes for each subject area. Other software supplies, such as transparencies, chalk, paper, and pencils, shall be sufficiently stocked and replaced as necessary.

Hardware: The facility shall maintain necessary hardware, such as typewriters, calculators, tape recorders, overhead projectors, and computers. These items shall be kept in working condition, and their parts shall be repaired or replaced as necessary.

Facility Vocational Program

The Administrator for Program Operations or designee shall develop and implement a facility vocational plan that includes the following elements:

- assessment material to determine the needs and abilities of the juvenile population
- various work assignments that meet the needs and interests of the juveniles
- schedules of work activities

Participation

Juveniles may not at any time participate in work projects that violate child labor laws. Participation in uncompensated work shall be voluntary unless it relates to one of the following areas:

- facility housekeeping
- maintenance of facility grounds
- personal hygiene
- an approved training or community service program

 Sample Policies and Procedures Juvenile Detention Facilities	Policy Number	Pages
	17.3	2
Chapter	Related Standards	
Juvenile Services	5A-14, 5E-01—04	
Subject		
Recreation		

POLICY

The facility provides recreation and exercise programs to juveniles as soon as they are admitted to the facility.

PROCEDURES

Staffing Requirements

Facilities with a capacity of fifty juveniles or more shall have a full-time, qualified recreation director who shall organize all recreational programs. Facilities with a capacity of fewer than fifty juveniles shall have a staff member with training in recreation or a related field to supervise recreation.

Activities will be available to all juveniles, with restrictions due only to program capacity or behavior problems. At no time will physical recreation be used as punishment. The facility will provide for a minimum of one hour of large muscle exercise and one hour of planned free time on school days, with an additional hour of energetic physical exercise on weekends and holidays.

Staff should develop programs so that juveniles benefit from their detention experience. Programs should provide acceptable leisure time activities to alleviate idleness and boredom, provide positive reinforcement, and develop the concepts of cooperation and sportsmanship. Programs should be coeducational and co-recreational whenever possible.

Games and Sports Activities

All program activities should be consistent with the needs and preferences of the juveniles, not the staff. Not all juveniles enjoy organized sports such as basketball, volleyball, and softball. Noncompetitive activities should supplement organized sports so that all juveniles can feel at least moderately successful. Certain activities, such as tumbling, wrestling, and weightlifting, should be conducted only if a skilled person is assigned to supervise the activity.

Juvenile Participation in Recreation

All juveniles will be scheduled for activities. Juvenile careworkers should actively encourage juveniles to participate, but failure to do so should not be punished.

Dayroom

Careworkers will facilitate the constructive use of juveniles' time in the dayroom. A wide variety of table games and activities shall be available.

Arts and Crafts

Quiet time leisure activities should include arts and crafts.

Incentive System

The staff, in coordination with volunteers, counselors, and Supervisors, will develop and implement a behavioral incentive system. This system will provide the opportunity for juveniles to earn additional privileges and activities contingent on acceptable behavior.

Volunteers

The facility will recruit and coordinate community volunteers to be involved in special recreation programs and events.

Roles of Recreation Staff, Volunteers, and Juvenile Careworkers

The recreation staff is primarily responsible for planning, organizing, and supervising juveniles during recreation and are encouraged to be involved in sports activities, but only if their involvement does not impair the supervision of the juveniles.

Special Events

The recreation staff shall organize a number of activities in addition to the daily programs described above. Activities that take place outside the perimeter of the facility will not be scheduled.

Reporting

The Administrator for Program Operations shall regularly monitor the quality of the activities and prepare an annual report describing the status of the program and major progress or problems.

 Sample Policies and Procedures Juvenile Detention Facilities	Policy Number	Pages
	17.4	1
Chapter	Related Standards	
Juvenile Services	5D-01—03	
Subject		
Library		

POLICY

To reduce idleness and allow juveniles to pursue personal interests that may help them after release, reading materials and other related services shall be provided through an in-house library.

PROCEDURES

Function

The library provides all juveniles access to a collection of general and specialized reading materials that meet educational and recreational needs and requests. The library program is coordinated and supervised by a qualified person, authorized by the Director, and regular services are provided to each unit in the facility.

Services

Juveniles shall be assisted in release planning through information on the following subjects:

- community resources
- job opportunities
- training opportunities
- educational programming
- productive skills development

A cooperative loan service shall be operated with a local library. A specified number of books and magazines may be allowed in each juvenile's room for after-hours reading.

Selection of Books

At regular intervals, a survey of the juveniles shall be conducted to determine their needs and the quality of the selection of books, materials, and programs offered by the facility library.

Materials shall be selected to serve the interests and needs of the juveniles and staff and shall be consistent with the juveniles' varying abilities. The material selected shall be recent and based on cultural, inspirational, and recreational values. Materials of a controversial nature shall be reviewed by the Director or an advisory board.

Review of Services

An annual review of library staffing patterns and programs shall be conducted by the Administrator for Program Operations. This review shall do the following:

- evaluate juvenile access to the library
- evaluate staff availability during peak hours
- evaluate the use or misuse of the library by juveniles
- discuss plans for repairing or replacing damaged reading materials
- compare library staffing patterns with the joint recommendations of the ACA and the American Library Association
- compare the operation of library programs to stated performance goals and objectives

	Sample Policies and Procedures Juvenile Detention Facilities	Policy Number 17.5	Pages 1
	Chapter Juvenile Services	Related Standards 5F-01—03	
Subject Religious Programming			

POLICY

Since the administration recognizes the right of each juvenile to practice the religion of his/her choice, every reasonable effort shall be made to facilitate the free practice of religion, limited only to legitimate security and operational considerations.

PROCEDURES

Needs Assessment

To provide a proper balance of religious services, a system shall be developed by the Administrator for Program Operations to determine the religious composition of the juvenile population. Staff responsible for religious programs shall make adjustments to reflect the changing population through the use of an ongoing needs assessment instrument.

Special Religious Needs

Juveniles shall have access to religious publications of their respective faiths. All religious material, however, is subject to review before entering the facility. Arrangements may be made for a juvenile to obtain personal copies of certain approved religious books and periodicals.

The facility recognizes that certain religious faiths impose dietary restrictions on their members (e.g., abstaining from the use of pork or pork products) and these restrictions shall be honored by Food Service when possible.

When appropriate, liturgical apparel such as skull caps, head shields, and prayer shawls may be worn during religious activities. When not in use, this apparel shall be stored in the chapel area. Religious medallions or ornaments may also be worn if they do not interfere with the safe and orderly conduct of the facility.

Religious Services

The proper space and atmosphere for religious services shall be provided. Attendance shall be voluntary, and all juveniles shall be advised of their right to attend worship services. Religious programs shall be coordinated with the facility's schedule, and communion services and sacramental rituals shall be conducted on a regular basis.

Specific Denominational, Church, or Sectarian Activities

Participation in worship services or religious activities presented by a particular church, denomination, religious group, or sect usually shall be restricted to juveniles of that particular religious preference or affiliation. Exceptions may be approved by the Director.

The facility shall anticipate and arrange for the celebration of rituals necessary to meet the minimal requirements of a given religious faith. Work assignments and schedules shall be arranged to accommodate the beliefs and practices of juveniles whose religions require abstaining from work on holy days.

All worship services or religious activities shall be conducted and/or supervised by a Chaplain, staff designee, or religious representative with reasonable frequency.

Religious Education

The facility may conduct a program of religious education after it has been reviewed and approved by the Director.

Chaplains' Responsibilities

Staff Chaplains or part-time or volunteer clergy shall perform the following duties:

- speak to juveniles when requested
- honor juveniles' requests for visits at any time
- keep pastoral confidences intact while at the same time protecting the security of the facility and the safety of its staff and juvenile population

CHAPTER 18

COMMUNICATION: MAIL, TELEPHONE, AND VISITING

COMMENTARY

This chapter encompasses American Correctional Association Standards 3-JDF- 5A-11, 5G-01—15.

Both state and federal courts have been increasingly attentive to the areas of correspondence, mail, and visiting for detained juveniles. Various legal rulings have been considered in the development of the ACA standards and these sample policies. Users of this manual should develop statements to comply with recent judicial rulings appropriate to their areas.

	Sample Policies and Procedures Juvenile Detention Facilities	Policy Number 18.1	Pages 1
	Chapter Communication: Mail, Telephone, and Visiting	Related Standards 5G-01—10	
Subject Juvenile Correspondence			

POLICY

The facility recognizes each juvenile's need for and right to maintain contact with persons outside the facility and, more importantly, asserts that he/she may do so with a reasonable degree of privacy.

PROCEDURES

Written policy and procedure governing juvenile correspondence is made available to all staff and juveniles and is reviewed annually and updated as needed. The amount of mail a juvenile may send or receive is unlimited except when the facility provides postage. Excluding legal correspondence, the facility shall provide postage for a minimum of two letters each week for each juvenile.

Juvenile letters, both incoming and outgoing, are not read by staff except where clear evidence justifies such action. If correspondence is read, the juvenile must be present when the letter is opened. If any contraband is found, the letter and its contents should be directed to the Administrator for Program Operations. If no contraband is found, the letter should be given to the juvenile immediately.

Legal correspondence is never opened. Juveniles are permitted to send sealed letters to specified persons and organizations, including but not limited to the following:

- courts
- counsel
- officials of the detaining authority
- administrators of grievance systems

Cash, checks, or money orders removed from incoming mail shall be credited to the juvenile's account or placed by the Accounts Clerk with the juvenile's other secured property.

Packages are subject to inspection at the discretion of facility staff. The juvenile should be present during the inspection and notified of any items withheld. The action should be recorded on the juvenile's property inventory sheet.

Incoming and outgoing letters may be held by the facility for no longer than forty-eight hours, excluding weekends and holidays.

A released or transferred juvenile shall be permitted to take all personal mail. Additional mail received should be forwarded, unopened, by the Office Manager. If no forwarding address is available, mail should be returned, unopened, to the sender or post office.

Restricted Magazines, Newspapers, and Periodicals

The facility Director shall retain any material that meets any of the following criteria:

- contains instructions for the manufacturing of explosives, drugs, or other unlawful substances
- advocates violence within the facility
- advocates racial, religious, or national hatred
- encourages criminal sexual behavior or behavior against facility rules

 Sample Policies and Procedures Juvenile Detention Facilities	Policy Number	Pages
	18.2	1
Chapter	Related Standards	
Communication: Mail, Telephone, and Visiting	5A-11, 5G-11	
Subject		
Access to Telephone		

POLICY

To maintain ties with the community and contact with attorneys, each juvenile shall have equal and adequate access to a telephone.

PROCEDURES

Outgoing Calls

Immediately on admission to the facility, a juvenile may make two local or collect telephone calls to his/her parents, legal guardians, foster parents, custodians, or attorney. A juvenile may also make local and collect calls to his/her parents, legal guardians, foster parents, or custodians at times designated by the facility.

If a juvenile needs assistance in placing a call, the supervising juvenile careworker will place the call and remain present at a distance that allows privacy. The duration and frequency of outgoing calls shall be limited to allow equal opportunity and access to all juveniles.

Incoming Calls

Juveniles may receive calls from court workers, social workers, police officers, and lawyers when they do not interfere with legitimate programming. The staff member answering the telephone shall take appropriate steps to verify the identity of the caller.

Attorney Calls

A juvenile may phone his/her attorney at any time that does not interfere with the juvenile's scheduled activities. If the attorney agrees to accept the charges, the juvenile may phone as often as he/she wishes. The number of calls will be limited on weekends and holidays.

Logging Juvenile Telephone Calls

If juvenile telephone calls are scheduled and supervised, a telephone log shall be established and maintained by the Supervisors. All telephone calls received or made by juveniles shall be documented in the log, and the following information shall be recorded:

- date and time the call was received or made
- name of the juvenile receiving or making the call
- name and telephone number of the other person if the juvenile made the call
- time the call was completed
- cost of the call if it was long-distance

The careworker monitoring the call should initial the log.

	Sample Policies and Procedures Juvenile Detention Facilities	Policy Number 18.3	Pages 2
	Chapter Communication: Mail, Telephone, and Visiting	Related Standards 5G-12—15	
Subject Juvenile Visiting			

POLICY

The facility administration encourages juveniles to maintain ties with their families and friends through regular visits that are limited only by staff demands and the availability of visiting facilities. Generous visiting hours are encouraged for all juveniles.

PROCEDURES

Authorized Visitors

Attorneys, clergy, government officials, legislators, and media representatives may be approved for visitation by the Director on a case-by-case basis and will not count against the juvenile's normal visiting schedule. A special area shall be set aside for official interviews.

Visitor Sign-in

Every visitor shall sign in on arrival at the facility. Handbags, briefcases, and packages are to be left at the reception desk.

Identification

All visitors aged eighteen or over will be required to produce positive identification before entry to the visiting area. Exceptions may be granted only by the Director. Visitors under the age of eighteen must be accompanied by a parent or guardian.

Publication and Distribution of Visitation Rules

The facility shall publish the operational procedures governing visits in the juvenile handbook. This information is to be made available by the Supervisor to each juvenile on arrival at the facility and shall be made available to visitors prior to their arrival at the facility. The handbook should include the following information:

- days and times for visiting
- approved visitors (parents, other family members, etc.)
- the number of visitors a juvenile is allowed to have at one time
- regulations concerning special visits
- the possibility of being searched, notice of which shall also be posted in a conspicuous place outside the visiting area
- items allowed into the visiting area by the juvenile and the visitor
- the statute on trafficking, which shall also be posted in a conspicuous place outside the visiting area

Special Visits

Special visits may be granted with prior approval of the Director on a case-by-case basis. Every effort will be made to allow special visitation privileges for hospitalized juveniles. Transportation, accessibility to the facility by the visitor, and the distance a visitor must travel shall be considered.

Denial of Visitation

A denial of visitation privileges shall be based on the safety, security, and order of the facility and the safety of the individuals involved. The juvenile shall be notified in writing by the Supervisor of a denial of visitation that includes the name of the restricted or prohibited visitor, the name of the person making the decision, and the juvenile's right to appeal the decision.

A juvenile may also deny any visitor. Known ex-offenders other than family are prohibited unless prior approval has been granted by the Director.

The Director or designee may also terminate a visit based on the safety, security, and order of the facility. Visitors whose visits are terminated will be notified of the specific causes for the termination, and an incident report will be prepared and filed.

Volunteers

Volunteers are subject to all provisions of these procedures, except that their visits will not count against a juvenile's normal visiting schedule.

Searches of Visitors

A visitor shall be informed about why the request for a search is being made. The use of metal detectors and the inspection of handbags, briefcases, and packages shall be governed by the security needs of the facility.

Contact Visits

Juveniles and their visitors shall not be physically separated unless required by security needs. They shall be allowed as much informality and privacy as possible.

CHAPTER 19

RELEASE PREPARATION AND TRANSFER

COMMENTARY

This chapter encompasses American Correctional Association Standards 3-JDF-5H-01—07.

Effective release planning and processing is an essential ingredient in the modern detention system that is too often omitted from the daily schedule of activities.

 Sample Policies and Procedures Juvenile Detention Facilities	Policy Number	Pages
	19.1	3
Chapter	Related Standards	
Release Preparation and Transfer	5H-01—07	
Subject		
Release, Transfers, and Leaves		

POLICY

Prior to the release of a juvenile, the staff must ensure that all facility obligations to the juvenile have been met. The juvenile careworker assists the juvenile in developing a positive sense of closure of the experience in secure detention.

PROCEDURES

Case Management Responsibility

The program staff must verify release dates, determine the method of transportation to where the juvenile is going, including the person or agency to whom the juvenile is to be released, and assess the necessity for and availability of continuing services in the locale where the juvenile will be living. This responsibility shall include but is not limited to the following:

- determining the release arrangements of parent(s)/guardian(s) or a placement agency
- arranging for the continuation of medical, dental, and mental health services or examinations
- scheduling exit interviews
- arranging for the continuation of educational or work activities

General Release Procedures

Juvenile offenders have access to the information on which release decisions are made, except information that, in accordance with the authority's written policy, is specifically classified as confidential for good and sufficient reasons.

Juveniles alleged to have violated conditions of their probation or aftercare are not placed in detention unless it is necessary to protect the public safety, prevent self injury, facilitate transfer, or ensure the presence of the juvenile at subsequent court hearings. In such cases, they will receive a detention hearing the next court day.

Staff directly involved with the release procedure must ensure the following:

- identification of the parent/guardian or agency representative receiving the juvenile
- verification of signature(s) of the person(s) receiving the juvenile on the custody acceptance form
- verification of release papers
- completion of any pending actions, such as grievances or claims for damages or lost possessions
- return of personal effects
- instructions for forwarding of mail

The juvenile must sign the personal inventory form to receive his/her belongings. The admission and release signatures should be compared to verify the juvenile's identity. If the juvenile is not released to a parent or guardian, that person shall be notified as soon as possible that the juvenile has been released from the facility.

Transfers

Transfers between detention programs of similar or dissimilar security levels will be allowed by the parent agency for the following reasons:

- to provide the level or structure necessary to accommodate a juvenile who cannot be detained in an open setting
- for the convenience of a juvenile or his/her family to facilitate visits or other necessary services to the juvenile
- because the juvenile cannot receive necessary mandated services at his/her present facility

Transfer Between Secure Facilities

The decision to transfer a juvenile between detention sites involves authorization by the following individuals or agencies:

- the court of placement; the remand or court order must provide for a nonspecific secure detention placement (e.g., detention or secure detention, not the name of a specific detention facility), or the approval of the court must be obtained and a new remand order secured prior to the transfer
- the Directors of both detention facilities or their designees
- the Director of the detention facility in the county of placement and the Director of the receiving facility
- any legal representative or authorities as designated by the court of placement

Transfer to Less Secure Detention Site

The same process as is outlined above is necessary for the transfer of a juvenile to a less secure detention site.

Transfer to More Secure Detention Site

All transfers from a less secure detention program to a more secure facility shall be treated as new admissions and be subject to all the criteria listed under the admissions procedures section of this manual.

In the case of juveniles detained under the Interstate Compact, parole or probation revocation order, or an AWOL warrant, the Director shall ensure that all due process requirements of the law have been met prior to acceptance. These procedures must be documented in writing with copies sent to the juvenile, his/her parent(s) or guardian(s), and the facility case record.

Prohibition Against Transfer to an Adult Correctional Facility or Jail

Under no circumstances may the Director authorize, initiate, or facilitate the transfer of a juvenile under the jurisdiction of the juvenile court to an adult correction or detention facility unless the juvenile has been legally waived, transferred, or certified to be under the jurisdiction of an adult court.

Nonemergency Medical and Mental Health Transfers

All nonemergency medical and mental health transfers shall only occur after a written order from the court of placement is received and found to be in accordance with the provisions of state executive and mental hygiene laws.

Emergency Medical and Mental Health Transfers

Emergency transfers for either medical or mental health reasons shall be in accordance with the policies already set forth in this manual. The Director shall notify the court of placement as soon as possible but no later than the next business day after the juvenile leaves the facility.

Administrative Transfers

A juvenile may be transferred either as part of the initial classification process or to relieve crowding in the facility.

Leaves

Occasions when escorted leaves are necessary include the following:

Leave for Services: When it is possible for a juvenile to receive services in the community, he/she may be escorted to the necessary location. The juvenile shall be accompanied by at least two facility staff members. The times of departure and arrival shall be prearranged with the service provider, and necessary records or other data shall accompany the juvenile.

Personal Leave: When a juvenile must leave the facility to visit a critically ill relative, attend a family funeral, or for other special personal considerations, the caseworker shall inform the court of placement about the details and the necessity for the leave. The juvenile shall be permitted to leave only under court order, and transportation shall be provided by someone other than facility staff. The Director may approve and arrange personal leave when the court is not in session.

Sample Release Form

Release Form

Name:

Date:

Time:

The person completing each of the items listed below is required to initial the section.

1. Verification of Identification of Person to Whom the Juvenile is Released:

2. Release Determination: Court Order/Policy/Request of Nonsecure:

3. Parole Date Given, if Appropriate:

4. Property Returned:

A. Property Sheet Pulled and Placed in Central File:

B. Check Written for Any Monies Owed:

C. Cost, Clothes, Property Bag Returned:

D. List of Items Not Located:

5. Release from Admissions Log Book:

6. Admissions Card Updated and Refiled:

7. Release Form Completed:

8. Instructions for Forwarding Mail:

Does the juvenile have any pending action, such as grievances or claims for damages or lost property? Yes / No

GLOSSARY

Administration of Medication—Providing a single dose of medication to an individual patient by injection, inhalation, ingestion, or other means on the direction of a medical doctor or dentist. (15.3)

Administrative Staff—The Director, Administrators, and Supervisors. (3.2)

Administrator for Management Services—Responsible for food service, building supervision, transportation, and sanitation and hygiene, as well as staff development in these areas. (1.5)

Administrator for Program Operation—Responsible for juvenile care and programming, juvenile records, safety and emergency procedures, juvenile rights, rules and discipline, intake and admission procedures, release preparation and transfer programs, citizen and volunteer involvement, Supervisors and juvenile careworkers, as well as staff development in these areas. (1.5)

Affirmative Action—A concept designed to ensure equal opportunities for all persons regardless of race, religion, age, gender, or ethnic origin. These equal opportunities shall cover all personnel programming, including selection, retention, rate of pay, demotion, transfer, layoff, termination, and promotion. (3.2)

Affirmative Action Committee—A committee established to conduct all business related to affirmative action and accomplish the broad objectives described. (3.2)

Annual Facility Budget—A listing of all planned expenditures of funds for a facility for one year. (2.1)

Appropriated Funds—Monies allocated to the facility by the parent agency. (2.2)

Authorized Positions—Positions assigned to the facility, in writing, by the parent agency. (3.8)

Bachelor's Degree—A degree given by a college or university to a person who has successfully completed a four-year course program. (1.3)

Body Cavity Search—A visual, manual or instrument inspection of a juvenile's oral, anal, or vaginal cavity. (9.8)

Budget—Guidelines for estimated revenues and expenditures. (2.1)

Budget and Planning Committee—Committee of the senior officials of the facility, including the Director, Administrators, and all Shift Supervisors, responsible for developing the budget and plans for the facility. (3.8)

Caseworker—A person assigned to manage the complete individual program planned for a juvenile. (1.5)

Caustic Material—A substance with the capacity to destroy or eat away by chemical reaction. (10.1)

Chaplain—A duly ordained and authenticated representative of a legitimate religious practice who has been approved by the Director following an examination of his/her credentials. (17.5)

Code of Ethics—A system of principles governing a facility that conforms to accepted standards of professional conduct. (3.7)

Combustible Liquid—A substance having a flash point at or above 100 degrees Fahrenheit (37.8 Celsius) and designated as a Class II, III A or III B liquid. (10.1)

Commissary—A store available to juveniles for the purchase of miscellaneous items not available through regular program operations. (2.9)

Commitment Order—The written court order transferring custody to another person or agency. (5.1)

Community Based Facilities—Correctional programs that emphasize integration in the community as opposed to institution based programming. (1.2)

Community Hospital—Any hospital or clinic located outside the perimeter of the facility. (15.3)

Confinement—Placement of a juvenile in a locked room to control behavior that is a clear and present danger to the juvenile, other juveniles, or staff. (11.4)

Contraband—Any item that can be used as a weapon or fabricated into a weapon or used for purposes of escape. This includes, but is not limited to, matches, alcohol, drugs, money, or any item that has not been specifically authorized. (9.8, 18.1)

Contract Employees—Persons who perform duties and/or services in an ongoing relationship with the facility. These persons shall be given identification cards enabling them to conduct business within the facility. (1.4)

Controlled Substance—Any medication requiring a written prescription listing the prescribing physician's or dentist's Drug Enforcement Administration number. (15.13)

Coroner—A public officer whose chief duty is to determine by inquest the causes of deaths not obviously due to natural causes. (15.12)

Correspondence—Communication to or from juveniles through letters, postcards, greeting cards, or parcels. (18.1)

Counseling—The process of building a helping relationship with one or more juveniles by a counselor. Counseling is a problem-solving or decision-making process that incorporates the purposeful use of specific skills, including but not limited to: active listening, empathy, sincerity, and a positive regard for juveniles. (17.1)

Counselor—A staff member with a Bachelor's Degree in one of the behavioral or social sciences and specialized training in counseling. Employees with at least one year's experience who have received specialized training in counseling may work as counselors under the direct supervision of a counselor. (17.1)

Critical Element—A component of a staff member's job that is essential to effective performance. (3.3)

Director—Responsible for organizing and managing the facility. Responsibilities include fiscal management, personnel management, management information and research, medical and health care services, and inter-/intra-facility communication. (1.1, 1.5)

Disciplinary Committee—A group of uninvolved staff empowered to conduct hearings and impose disciplinary actions that comply with the policies and procedures of the facility. (11.5)

Discrimination—Any action taken against staff because of race, color, religion, gender, age, handicap, national origin, or any other nonmerit factor. (3.5, 12.2)

Dispensation of Medication—The issuance based on a medical doctor's or dentist's prescription or standing order of one or more single doses of medication by a registered pharmacist (or a medical doctor or dentist acting for his or her own patient) in a suitable and properly labeled container. (15.3)

Drug—A medication of any chemical compound or narcotic (listed in the United States Pharmacopeia or National Formulary) that may be administered to humans as an aid in the diagnosis, treatment, or prevention of disease or other abnormal condition; for the relief of pain or suffering; or to control or improve a physiologic or pathologic condition. (15.13)

Drug Experimentation—All research involving the testing of drug effectiveness and side effects using juvenile subjects. (15.10)

Educational Resources—Public school boards, colleges, and other institutions of higher learning and/or individual school programs or services offered to noninstitutionalized juveniles. (1.2)

Emergency Care—Care for an acute illness or unexpected health care need that cannot be deferred until the next scheduled sick call. (15.2)

Emergency Plans—Actions necessitated by emergency situations to assess vital and vulnerable points, review internal and external resources, and establish command, control, communications, and deployment procedures. (9.14)

Emotional Abuse/Neglect—A juvenile is to be considered emotionally abused or neglected when subjected to chronic ridicule, criticism, threats, neglect, or punishment that is cruel, even if it is not physically harmful (e.g. locking the juvenile in a closet). (1.11)

Environmental Health—All the conditions and circumstances that affect the health of persons or groups required to be in the area. (14.1)

Fire Drill—The total evacuation of all persons from an area in a practice session designated to teach participants the best means to escape in case of fire. Night shift fire drills will consist of walking staff through the procedure, but with no movement of the juveniles. (10.2)

Flammable Liquid—A substance having a flash point below 100 degrees Fahrenheit (37.8 Celsius). (10.1)

Flash Point—A minimum temperature at which a liquid will give off sufficient vapors to form an ignitable mixture with the air near the surface of the liquid (or within the vessel used). (10.1)

Food Service Staff—Responsible for planning, ordering, and preparing all facility meals; must be trained in nutrition. (1.5)

Formal Counts—Counts that are conducted at specific times of the day or night in an organized manner. (9.5)

Formulary—A list of medicines with their formulas and directions for compounding them. (15.13)

Frisk Search—A search during which a juvenile is not required to remove his/her clothing. (9.8)

Grievance—(a) A written complaint alleging a breach or violation of policies and procedures, or a dispute arising from the interpretation or application of the same (3.5); (b) A circumstance or action considered to be unjust and grounds for complaint or resentment. (12.4)

Inactive File—Repository file of cards for juveniles who have been released from the facility. (15.2)

Inactive Record—Record of a juvenile who has been released from the facility. (15.2)

Independent Audit—The examination by a qualified person or persons who compare established standards with existing practices and report the findings. To be independent, the examiners shall not be staff members or agents of the facility, nor in any way indebted to the staff responsible for the section that is being audited. (14.1)

Informed Consent—Voluntary agreement to treatment, examination, or procedure by the juvenile after the juvenile is informed of the nature, consequences, risks, and alternatives of the proposed treatment, examination, or procedure. (15.11)

Intake Official—The official who responds to all referrals from arresting agencies and assists any other custodial agencies. He/she also determines whether the use of secure detention is necessary and whether a formal petition shall be initiated in court if intake is performed while a juvenile is on probation. (16.1)

Juvenile Careworker—Responsible for all direct care services; must have at a minimum a high school diploma or its equivalent and at least one year of experience working with juveniles in facilities or in the community. (1.5)

Lateral Entry—Transfer, at the same grade and salary level, to another section or facility. (3.1)

Legal Performance—Actions conforming to and permitted by law. (1.9)

Legal Representative—Assigned or retained attorney-at-law or paralegal who assists an assigned or retained attorney-at-law. (12.1)

Library—A separate room in the facility containing bookshelves, tables, and chairs that houses reference materials and various levels of educational and recreational books, magazines, journals, and other reading sources. (17.4)

Major Rule Violation—Offenses of a more serious nature than minor violations, e.g., murder, assault, rape, escape, drug distribution, gang or intimidation activities, or a clear and established pattern of burglary, theft, or refusal to obey orders. (11.5)

Mandatory Acknowledgements—Signed receipts from staff that indicate willingness to abide by mandatory rules and regulations. (3.9)

Master Index File—A complete alphabetical listing of all juveniles officially assigned to the facility. (5.2)

Mechanical Restraints—Handcuffs or wristlets, chains or anklets, soft leather restraints, or any other approved or authorized device used to limit movement of a juvenile's body. (9.13)

Medical Experimentation—All biological experimentation involving juvenile subjects. (15.10)

Medical Screening—An examination of a juvenile conducted by a member of the medical staff or other health-trained staff to identify obvious ailments or injuries. (15.4)

Money—Cash, checks, postal notes, money orders, or drafts. (18.1)

Monthly Accounting Report—Verification of the accuracy of entries on the juvenile fund account sheets. (2.3)

NFPA—National Fire Protection Association, One Batterymarch Park, Quincy, MA 02269; Telephone: (617) 770-3000. (10.2)

Neglect—A juvenile is to be considered neglected when failure to provide adequate food, clothing, shelter, education, medical and surgical care, or supervision impairs emotional or physical development. (1.11)

News Media Representatives—Persons whose principal employment is to gather or report news for a newspaper, magazine, news service, or radio or television news program. (12.3)

Noncritical Element—Any component of the job that, although important, is not deemed critical in relation to other aspects of the job. (3.3)

Occupational Groups—Managers, tradespersons, or professional staff assigned duties, responsibilities, and authority similar in nature and level of difficulty. (3.4)

Official Personnel File—A current and accurate record of a staff member's job history, including all important information relating to that job history. (3.9)

Official Vehicle—Any parent agency-owned motor vehicle, including passenger cars, trucks, farm vehicles, tractors, or construction equipment. (9.11)

On-Demand Information—Required information, such as the number of admissions or releases by offense during a specific twelve-month period, usually generated only when a special report is required. (6.1)

Parent Agency—The controlling body of the facility, responsible for coordinating the local juvenile detention center. (1.1)

Performance Appraisal—A continuous process of measuring performance against defined standards. (3.3)

Performance Standards—The level of achievement established by the administration for the duties and responsibilities of a position. Performance standards may include but are not limited to quantity and timeliness. (3.3)

Pest—Any destructive insect, animal, or vermin that causes annoyance, discomfort, or disease. (14.2)

Petty Cash—A fund authorized by the Director to procure small items. (2.2)

Physical Abuse—A juvenile is to be considered physically abused when bruises, welts, cuts, broken bones, skull fractures, burns, poisoning, internal injuries of soft tissue and organs, as well as injuries to the bone tissue of joints, or any injuries sustained due to sexual assault are inflicted or are allowed to be inflicted. (1.11)

Physical Examination—A thorough evaluation of a juvenile's current physical condition and medical history conducted by or under the supervision of a licensed physician. (15.4)

Physical Restraint—Actual holding of a juvenile through the use of mechanical restraints, or by a person. (11.1)

Probationary Staff—Staff who have not attained permanent status. (3.3)

Purchasing Agent—A staff member specifically designated and authorized by the parent agency to procure goods and services within the framework of parent agency and facility rules and regulations. This position may be filled by a staff member from the parent agency. (2.6)

Recreation Staff—Responsible for organizing and supervising recreational activities; background in recreational services is preferable. (1.5)

Religious Activity—An activity conducted by or under the direction of a Chaplain that is designed specifically for worship, religious instruction, spiritual guidance, or counseling. (17.5)

Religious Diet—Meals, dietary restrictions, or special handling or cooking procedures required by a religious denomination. (13.2)

Religious Practice—A religion, religious denomination, or sect supported by literature stating religious principles and recognized by a group of persons who share common ethical, moral, or intellectual views that are not defamatory, racial, political or derisive in nature. (17.5)

Restriction—The curtailment of activity as a disciplinary action, used only if consultation and advisement with the offending juvenile fails. (11.2)

Room Restriction—When the juvenile must remain in a room, at the request of a staff member, until given permission to leave. (11.1)

Security Key—Any facility key that, if lost or duplicated by juveniles, would jeopardize the security of the facility, facility property, staff, visitors, or juveniles. (9.9)

Self-insurance Coverage—A system designed to insure the payment of all legal claims for injury or damages incurred as a result of the actions of government officials, employees, or their agents. (2.8)

Service Providers—Persons who perform duties and/or services in the facility on an infrequent basis, e.g., meter readers, repair persons, police officers investigating charges unrelated to facility operations, tax agents, tour groups, and vendor representatives. (1.4)

Service Rating—Measurement of performance as compared to others performing the same tasks and past performance of the individual staff member. (3.3)

Sick Call—An organized procedure for determining and treating juveniles' health problems. (15.7)

Staff—Any persons who work either full- or part-time in the facility and who have been properly selected and assigned probationary or permanent status. (3.5)

Standard Ration—The daily food allowance, measured in servings, that shall be available to each juvenile. This allowance need not be served in exact proportions each day, but the monthly allowance must be balanced for the period ending at the close of business on the last day of each month. Any monthly variation of 10 percent above or below the standard ration must be approved by the Director. (13.2)

Standpipe—A vertical hydrant into which water is forced by mechanical means to obtain pressure sufficient to reach the top of the tallest building in the facility. (10.2)

Strip Search—A search during which a juvenile is required to remove his/her clothing. (9.8)

Superintendent—See Director.

Supervisor—A person with the authority to manage, direct, supervise, or prepare evaluations of performance for subordinate staff. (1.5, 3.5)

Teacher—Responsible for diagnosing and prescribing individualized educational plans for each admitted juvenile, for developing and implementing lesson plans, and for motivating the juvenile in the classroom. Must have at least a teaching certification under the law of jurisdiction; special education certification is desirable. (1.5, 17.2)

Therapeutic Diet—Special foods or meals prescribed by a physician or dentist as part of a patient's treatment. (13.2)

Toxic Material—A substance with the capacity to, through chemical reaction or mixture, produce possible injury or harm to the body by entry through the skin, digestive tract, or respiratory tract. Toxicity is dependent on the quantity of the material or substance absorbed and the rate, method, and site of absorption. (10.1)

Training—Includes formal classroom instruction; on-the-job training under the direction of an instructor; conferences that include a formal agenda and instruction; manual training; and physical training. Training programs usually include requirements for completion, attendance recording, and a system for recognizing completion. (4.1)

Vacancy—Any authorized position that is not filled by a permanent designee. (3.8)

Volunteer—Any person who, of his/her own free will, provides goods or services to the facility with no monetary or material gain. The term volunteer includes regular, occasional, and stipend volunteers, material donors, and advisory councils. Volunteers are recruited to supplement and enrich but not to substitute for activities and functions of the facility staff. (7.1)

Worker's Compensation—A statewide system of benefits for employees who are disabled by job-related injury. (2.8)



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