



**Juvenile Justice Clearinghouse**  
**JJC/NCJRS, Box 6000, Rockville, MD 20850**

operated for the National  
Institute for Juvenile Justice  
and Delinquency Prevention

a component of the National Criminal Justice Reference Service

Office of Juvenile Justice  
and Delinquency Prevention  
U.S. Department of Justice

September 3, 1993

Mr. Robert W. Hughes  
Youth Services International, Inc.  
6 Park Center Court, Suite 211  
Owings Mills, MD 21117

Dear Mr. Hughes:

As part of the Juvenile Justice Clearinghouse Fact-Finding service, we are pleased to enclose the results of the survey you requested on (State requirements for training in secure residential juvenile facilities.) This Fact-Finding project, which was authorized to begin August 27, 1993, and to be completed September 3, 1993, includes the following information:

- ▶ An executive summary of the findings.
- ▶ A complete description of the State selection methodology.
- ▶ A detailed State-by-State presentation of the findings.
- ▶ A *State Training Requirements* matrix.
- ▶ A copy of the survey instrument (Appendix A).
- ▶ A copy of the OJJDP Regional Breakdown of the United States (Appendix B).
- ▶ Graphic presentations of State selection methodology (Appendix C).

Due to time constraints and the availability of the survey respondents, it is important to note two factors associated with this survey:

- ▶ Only secure residential facilities with the primary purpose of securely detaining juvenile offenders were included. Mental health and other purely clinical facilities were excluded.
- ▶ Only secure residential facilities operated by the State or a private contractor on behalf of the State were included. This survey specifically focused on State requirements; county and multicounty operated facilities were not included.

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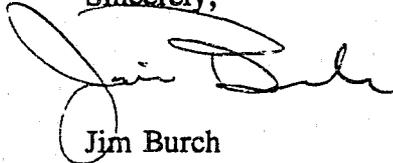
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As we discussed, the information submitted reflects the opinions, views, and knowledge base of the survey respondents, but does not necessarily represent the views of the Office of Juvenile Justice and Delinquency Prevention or the Juvenile Justice Clearinghouse.

Our final cost for this survey is \$1712. An invoice is attached.

It has been a pleasure working with you. If you have any questions concerning the enclosed information, or if I can be of further assistance, you may contact me at the telephone number listed below. Thank you.

Sincerely,

A handwritten signature in cursive script, appearing to read "Jim Burch". The signature is written in black ink and is positioned above the typed name.

Jim Burch  
Juvenile Justice Information Specialist  
800-638-8736

# Executive Summary

## FACILITY INFORMATION:

Fifteen States identified a total of 137 State-operated secure residential juvenile facilities, employing approximately 8,304 individuals. Of this number, approximately 7,218 were believed to be actual professional employees (direct care providers).

Approximately 108 privately-operated facilities were identified. The total number of professional employees in these facilities was unable to be determined.

## CERTIFICATE/LICENSE REQUIREMENTS:

Only 2 States had requirements for any type of certificate/license for either professional employees and/or administrators.

## TRAINING FOR PROFESSIONAL EMPLOYEES

An average of 99.7 hours of training is required for new professional employees in 14 departments. Only 10 States required this training. The average hours of training required by these 10 States is 84.4.

Among the States that require pre-service training for new professional employees, only 2 specify the State as the sole source of this training.

In all States surveyed, the State pays directly or indirectly through the agency's budget for the cost of any mandated training.

A total of 10 States required annual in-service training for professional employees. An average of 38.5 hours of training was required by these States.

Only 2 States specify a particular source for this training.

In all 15 States surveyed, the State or employer pays for all training. In some cases, such as New York, the training is paid for with Federal and State funds.

## TRAINING FOR ADMINISTRATORS:

Only 5 States required specialized pre-service training for new administrators.

Within these 5 States, an average of 44.8 hours of specialized training was required.

Only 2 of these 5 States specify a particular source for this training.

In each of these States, the agency pays for this training through its State budget.

Only 5 States require annual in-service training for administrators. An average of 33.2 hours of training is required by these agencies.

Only 2 of the 5 States requiring this training specify a particular source.

Each of the States supply funds for this training.

## State Selection

As you requested, an attempt was made to select States through a process that would supply a representative list of States. As we agreed, no process, no matter how scientific, would produce a truly representative sample of all States in the Nation.

In an effort to improvise, a list of 10 States and 5 alternative States was created. The information below provides an explanation of the process used to create the list of states and alternates to which we agreed on Friday, August 27, 1993.

### **Geographical Representation**

An attempt was made to select an equal number of States from each region of the United States. It was discovered that there is no uniform division of the States by region. The official division of States by region used by the Office of Juvenile Justice and Delinquency Prevention (OJJDP) was chosen in an effort to use a standardized division recognized by the juvenile justice community. (See Appendix B for the OJJDP Regional Divisions)

### **Densely vs. Loosely Populated States (Urban/Suburban vs. Rural)**

Once the States were divided by geographical region, we determined whether each state was considered to be densely-populated, loosely-populated, and those in-between. The 1990 Census provided the information on population per square mile to measure the spaciousness of the population. For each region, States were then ranked in descending order according to their population per square mile.

### **Juveniles in the General Population**

After the States were divided and ranked, we determined the number of juveniles in each State between the ages of 5-17, as provided by the U.S. Bureau of the Census in 1989.

### **Juveniles in Custody (Public Facilities)**

The population of juveniles in each State does not indicate a State's propensity to place juvenile offenders into secure confinement. The population of juveniles in a State also does not indicate whether or not the State experiences a higher level of juvenile offending. For these reasons, we determined a measure to indicate the existence of either or both of these situations.

We used the 1989 rate of juveniles in custody in public juvenile facilities to determine the level of juvenile offending.

After gathering the above criteria for selection, a method was determined to select the State with the highest score for the data collected. A weighting scheme was established which would provide the most weight to the custody rate criterion. The second criterion involving the number of juveniles in the population was given the second highest weight. The population per square mile criterion was given no weight since it was only used as a ranking factor. (See Appendix

C for a graphic illustration of this weighting process)

The weight of each criterion was then applied to the criterion itself, providing a weighted score with which we could determine which States within each region and by density of population had the "most favorable" scores for the survey's purposes. (i.e. marketing) These 15 States are denoted by the grey shading on the charts contained in Appendix C.

After the weighting process was completed, one State with the highest weighted score was selected from the top and bottom of each region (listed in order from the most dense population to the least). This was done for each region, which gave us a list of 8 States. Then one state with the highest weighted score was selected from the middle of each region which gave us a combined list of 10 primary States and 2 alternate States. This process gave us a complete list of primary States and 2 of 5 alternate States. The remaining 3 States were compiled by repeating the last step, drawing from the first 3 regions to complete the list of 5 alternate States. The 10 primary States originally selected are shaded on each regional table in Appendix B.

After completing this process, you were provided with the list of 10 primary States. Per your phone call on Monday, August 30, 1993, the State of Arizona was substituted for the State of Alaska, the State of Georgia was substituted for the State of Maine, the State of Virginia was substituted for the State of Maryland. Since two of the replacement States were at that time alternate States, the last step in the initial selection process was again repeated to select two new alternate States. Those States are Tennessee and Kansas. A final list of States that were contacted is below.

## States Surveyed

### Primary

District of Columbia  
Florida  
**Georgia**  
Texas  
**Virginia**  
Illinois  
Iowa  
Ohio  
**Arizona**  
California

### Alternates

New York  
Tennessee  
Wisconsin  
Kansas  
Nevada

Shading indicates your substitution.

## District of Columbia

Mr. Anthony MacGruder, Acting Training Officer, Youth Services Administration, provided the following information:

### **FACILITY INFORMATION:**

- The District of Columbia operates 2 secure residential facilities which employ 235 direct care staff persons or professional employees.
- There are approximately 20 privately operated non-secure facilities employing an unknown number of persons within the District of Columbia.

### **CERTIFICATE/LICENSE REQUIREMENTS:**

The District of Columbia does not require a certificate/license for professional employees (i.e., youth careworkers/counselors, detention officers) or administrators.

### **TRAINING FOR PROFESSIONAL EMPLOYEES:**

- A "block" of 80 hours of pre-service training is required of all professional employees working in these facilities. Not all of these hours are required before the actual work begins; in other words, some of this "block" is provided through "on-the-job" training (OJT). Professional employees receive instruction in areas such as Cardio-Pulmonary Resuscitation (CPR), suicide prevention, behavior management, court system structure and operations, drug surveillance, security procedures, search procedures, and restraint procedures.
- Although the District of Columbia per se does not require this training, the training was initiated by the combination of the mandates of a consent decree (Jerry M. Decree) and by the forward thinking of the Youth Services Administration.
- Although the Consent Decree does specify that training will be provided, it apparently does not specify who will provide the training. Currently, the Department of Human Services of the Youth Services Administration provides some training, while specialized training such as CPR is provided by a private contractor.
- The pre-service training currently provided to professional employees of these facilities is paid for by the District of Columbia. Employees do not pay for any part of this training.

In regard to annual in-service training:

- The DHS does currently require annual re-certification of specific training such as CPR and that the agency is currently considering new requirements for additional recertification. These re-certifications are apparently also specified by the Consent Decree.
- The training required for the re-certification process consists of a 40 hour block of instruction in each specific area.
- No particular source is specified for this training. Currently, DHS and private contractors provide this training.
- The District of Columbia provides funding for all in-service training.

**TRAINING FOR ADMINISTRATORS:**

- There is no specialized training required by the District of Columbia for new administrators. Most administrators "rise up" from the ranks and therefore undergo all aforementioned training.
- Currently, there is no annual training requirement for existing administrators. However, at this time, DHS has a contract with the American Correctional Association (ACA) to allow personnel from 3 different management levels to attend ACA's *Management Institute Program*, when offered. Mr. MacGruder indicated that in the future, attendance at this program may become an annual requirement.
- All in-service training is paid for by the District of Columbia.

## Florida

Richard Kline, Program Administrator, provided the following information:

### **FACILITY INFORMATION:**

- The State of Florida operates a total of 21 secure residential facilities. 20 of these facilities are regional detention centers. The number of employees in the facilities is unknown.
- The State of Florida contracts for the private operation of 4 secure residential facilities. In the near future, 6 more facilities will become secure. The number of employees in these facilities is unknown.

### **CERTIFICATE/LICENSE:**

The State of Florida does not require a certificate/license for professional employees or administrators.

### **TRAINING FOR PROFESSIONAL EMPLOYEES:**

The following information was provided regarding pre-service and in-service training for professional employees:

- All professional employees are required by the *1990 Juvenile Justice Reform Act* to attend a total of 40 hours of training. This training is provided by "Professional Development Centers" (PDC).
- All training provided through the PDC's is paid for through a trust fund administered and filled by the State. PDC's are specified or suggested as a source for this training although it is not believed that PDC's are a mandated single source.

In regard to annual in-service training:

- The same State statute requires that an "attempt" be made to provide at least 40 hours of instruction to professional employees on an annual basis. This requirement is currently under review.
- PDC's are specified or suggested as a source for this training; however, PDC's are not the only sources providing training. There are some volunteer trainers.
- The State of Florida pays for all training provided to professional employees.

### **TRAINING FOR ADMINISTRATORS:**

- Within 6 months of employment or promotion to a supervisory or administrator level, employees are required to have completed approximately 64 hours of staff development training.
- No particular source for training is mandated. Training could be provided by a variety of sources, including PDC staff.
- This training is paid for by the State of Florida.

In regard to in-service training:

- There is no additional in-service training for administrators required by the State of Florida other than that which is required for all employees.

## Georgia

Mr. Dan Hagan, Training Specialist, of the Georgia Department of Children and Youth Services provided the following information:

### **FACILITY INFORMATION:**

- The State of Georgia operates a total of 24 secure residential facilities. Four of these facilities are for sentenced juvenile offenders. Twenty of them are holding facilities which house juvenile's for a maximum of 60 days. They have a total of 1250 staff, and of which 950 are direct care staff. This includes youth development workers, counselors, teachers, etc.
- The State of Georgia has 1 privately operated facility with an unknown number of employees.

### **CERTIFICATE/LICENSE REQUIREMENTS:**

No certificate/license is required by the State of Georgia for professional employees in any of the 5 secure residential facilities. In addition, no certificate/license is required by the State of Georgia for administrators of the facilities.

### **TRAINING FOR PROFESSIONAL EMPLOYEES:**

- The State of Georgia does require that all new employees complete 40 hours of pre-service training.
- The 40 hour block of training is not specified by a particular source. However, the Georgia Department of Children and Youth Services pays for a portion of the training and the other portion is funded programs that the State of Georgia acquires through the Federal government.

In regard to annual in-service training:

- The State of Georgia does require 40 hours of annual in-service training for professional employees.
- The 40 hours of annual training does not need to be administered by a particular source. The Georgia Department of Children and Youth Services pays for the training.

### **TRAINING FOR ADMINISTRATORS:**

- The State of Georgia does not require any specialized training for new administrators.

- The State of Georgia does require 40 hours of annual in-service training for existing administrators. The annual in-service training is paid for by the Georgia Department of Children and Youth Services.

## Texas

Mr. Glen MacKenzie, Program Administrator and Mr. Scott Blume, Training Specialist, of the Texas Youth Commission provided the following information:

### **FACILITY INFORMATION:**

- The State of Texas operates a total of 7 secure residential facilities. Six of these facilities are training schools and 1 is a State reception center. A total of 933 "direct care providers" are employed in these facilities. Specifically, these employees are made up of two types of employees: "Youth Activities Supervisors," and "Primary Service Workers."
- The Texas Youth Commission has contracts with various private-vendors to operate a total of 77 programs, of which some are secure and some unsecure. All 77 programs are considered residential in nature, including one "in-home" electronic monitoring program.

### **CERTIFICATE/LICENSE REQUIREMENTS:**

No certificate/license is required by the State of Texas for professional employees in any of the 7 secure residential facilities. In addition, no certificate/license is required by the State of Texas for administrators of these facilities. It is a position requirement mandated by the Texas Youth Commission that all administrator level employees possess a graduate degree.

### **TRAINING FOR PROFESSIONAL EMPLOYEES:**

- There is no State statutory or legal requirement for pre-service training of professional employees. However, the Texas Youth Commission does require that all new employees complete 80 hours of pre-service training, including training in CPR, basic first aid, self-defense, methods of restraint, and communication skills.
- Currently, this 80 hour block of training is provided by trainers of the Texas Youth Commission and paid for by the State.

In regard to annual in-service training:

- The State of Texas does not statutorily require annual in-service training for professional employees.
- A block of 40 hours of in-service training is required annually by the Texas Youth Commission of all professional and administrator level employees.

- The Texas Youth Commission at times contracts with private vendors to provide training to its employees.
- The State of Texas pays for all in-service training, whether provided by the Texas Youth Commission Trainers or a private vendor.

#### **TRAINING FOR ADMINISTRATORS:**

- The State of Texas does not require any specialized training for new administrators. The Texas Youth Commission does require that all new supervisors attend its in-house training for first and second-line or senior supervisor training. Additionally, some supervisors attend additional training at the "Governors Center for Management Development." This is a block of 40 hours.
- The State of Texas, through the training budget of the Texas Youth Commission, pays for all training provided to these employees.
- There is no additional annual in-service training required of administrators other than the annual in-service training requirement for all employees.

## Virginia

**Karen Reams, Program Support Technician, of the Virginia Department of Family and Youth Services, provided the following information:**

### **FACILITY INFORMATION:**

- The State of Virginia operates 7 secure residential facilities. There are approximately 650 professional employees in these facilities.
- The State of Virginia currently does not have any secure residential facilities operated under contract with private vendors.

### **CERTIFICATE/LICENSE REQUIREMENTS:**

The State of Virginia does not require any certificate/license for professional employees or administrators.

### **TRAINING FOR PROFESSIONAL EMPLOYEES:**

The following information was provided regarding pre-service and in-service training:

- The State of Virginia requires that an 80 hour "block" of pre-service training be completed.
- State law does not specify a particular source for pre-service training.
- Each individual facility is responsible for paying for its training.

In regard to in-service training:

- The State of Virginia requires that a 40 hour "block" of training be completed annually by all professional employees.
- No particular source is specified for this training.
- Each facility maintains its own training budget.

### **TRAINING FOR ADMINISTRATORS:**

- The State of Virginia does not require any specialized training for new administrators.
- The State of Virginia does not require any annual in-service training for administrators, other than the standard annual in-service training requirement.

## Illinois

Ms. Sheila Love, Executive II, Illinois Department of Corrections Juvenile Division, provided the following information:

### **FACILITY INFORMATION:**

- The State of Illinois operates a total of 6 secure residential facilities which employ approximately 900 individuals.
- The State of Illinois does not have any privately-operated facilities according to Ms. Love.

### **CERTIFICATE/LICENSE REQUIREMENTS:**

- The State of Illinois does not require any certificate/license for professional employees other than nurses, mental health practitioners, and educators.

### **TRAINING FOR PROFESSIONAL EMPLOYEES:**

- 80 hours of pre-service training is required of new professional employees in Illinois.
- No particular source for this training is specified by State law.
- The State of Illinois pays for all pre-service training.

In regard to annual in-service training, the following was determined:

- The State of Illinois requires 40 hours of training on an annual basis for professional employees.
- No particular source for this training is specified by State law.
- The State of Illinois pays for all in-service training.

### **TRAINING FOR ADMINISTRATORS:**

- There is no specialized training required by the State for new administrators.
- There is no in-service training required annually by the State for existing administrators.

## Iowa

Mr. Eric Sage, Bureau Chief of Program Support, provided the following information:

### **FACILITY INFORMATION:**

- The State of Iowa operates 1 secure residential facility. A total of 202 individuals are employed in this facility.
- There are 3 secure residential facilities operated by private vendors for the State of Iowa. The number of employees in these facilities is unknown.

### **CERTIFICATE/LICENSE REQUIREMENTS:**

The State of Iowa does not require a certificate/license for professional employees or administrators. Clinical personnel are required to possess appropriate licensure.

### **TRAINING FOR PROFESSIONAL EMPLOYEES:**

- The State of Iowa requires that all new professional employees complete a 40 hour "block" of training.
- No particular source is specified for this training. Currently, the State of Iowa and private vendors provide all pre-service training.
- All pre-service training is paid for by the State of Iowa.

In regard to in-service training:

- The State of Iowa requires that a minimum of 25 hours of in-service training be completed on an annual basis.
- At this time, the State of Iowa and at least one private vendor are providing all in-service training services.
- All in-service training up to the required hours is paid for by the State of Iowa through the institutions budget.

### **TRAINING FOR ADMINISTRATORS:**

- The State of Iowa requires that all new supervisors complete 40 hours of specialized pre-service training when hired as or promoted to a supervisory position. No additional training for administrators is required.

- The State of Iowa requires that all specialized supervisory training be performed by or through the Iowa Department of Personnel.
- The State of Iowa requires that at least 6 hours of annual in-service training be completed. Completion of this training becomes a part of each supervisors annual evaluation.
- All in-service training of this nature is provided by the Iowa Department of Personnel (IDP). The IDP may contract with private vendors and/or universities to provide portions of this training.
- All training is paid for with State funds.

## Ohio

Mr. Robert J. Zuercher, Administrator of Staff Training Academy, Ohio Department of Youth Services, provided the following information:

### **SECURE RESIDENTIAL FACILITIES:**

- The State of Ohio operates 9 institutions and 2 residential treatment units, all of which are secure residential facilities.
- The institutions employ approximately 1,647 employees and the residential treatment units employ approximately 44 employees.
- The State of Ohio contracts for the operation of 2 staff secure facilities within the state. A total of 28 youth workers/counselors/rehabilitation aids are employed in these two facilities.

### **CERTIFICATE/LICENSE:**

The State of Ohio does not require a certificate/license for professional employees or administrators.

### **TRAINING FOR PROFESSIONAL EMPLOYEES:**

- An 80 hour "block" of pre-service training for professional employees is required. Fifty percent of this training is delivered as "on-the-job" training.
- Through a collective bargaining agreement, the State is specified as the provider of this training.
- All pre-service is paid for by the State of Ohio.

In regard to annual in-service training, the following was determined:

- A minimum of 40 hours of in-service training is required of all professional employees.
- The State of Ohio is specified as the source for this training and acts as the sole funding source for this training.

### **TRAINING FOR ADMINISTRATORS:**

- No specialized training is required by the State for new administrators; however, all new employees are required to attend the basic 40 hour pre-service training session when hired.

- The State is specified as the source for this training and for the funding of the training.
- A minimum of 40 hours of training is required annually for existing administrators and professional employees. Most administrators average more than 40 hours each year according to Mr. Zuercher.
- The State is the source of this training and the funding for the training.

## Arizona

Joel Bloomenthal, Public Information Officer, of the Arizona Division of Youth Treatment and Rehabilitation provided the following information:

### **FACILITY INFORMATION:**

- The State of Arizona operates a total of 3 secure residential facilities. They have a total of 634 direct care staff.
- The State of Arizona has 1 privately operated facility with an unknown number of employees.

### **CERTIFICATE/LICENSE REQUIREMENTS:**

No certificate/license is required by the State of Arizona for professional employees. In addition, no certificate/license is required by the State of Arizona for administrators of the facilities.

### **TRAINING FOR PROFESSIONAL EMPLOYEES:**

- The State of Arizona require that all new employees complete 124 hours of pre-service training.
- The State also requires that the Arizona Division of Youth Treatment and Rehabilitation be the source of the training. Therefore, the State pays for the training.

In regard to annual in-service training:

- The State of Arizona does require 40 hours of annual in-service training for professional employees.
- The 40 hours of annual in-service training is required to be administered by the Arizona Division of Youth Treatment and Rehabilitation, and therefore is paid by the State.

### **TRAINING FOR ADMINISTRATORS:**

- The State of Arizona does not require any specialized training for new administrators.
- The State also does not require annual in-service training for existing administrators.

## California

Ms. Sharon L. Vihlene of the California Youth Authority (CYA), provided the following information:

### **FACILITY INFORMATION:**

- The State of California operates 15 secure residential facilities, including 4 camps. These facilities employ a total of 337 professional employees.
- No information was available from the CYA in regard to privately operated facilities.

### **CERTIFICATE/LICENSE REQUIREMENTS:**

The State of California requires that all professional employees and administrators possess a certificate for both "Peace Officer Training" and "Chemical Agent Training."

### **TRAINING FOR PROFESSIONAL EMPLOYEES:**

- The California Youth Authority requires that all professional employees complete a 232 hour "block" of pre-service training.
- No particular source for this training is specified by either State law or CYA administrative mandate.
- The CYA is responsible for paying all costs for pre-service training.

In regard to in-service training:

- The CYA does require that all professional employees have annual in-service training.
- A 43 hour "block" of training is required annually for "Youth Counselors," and a 27 hour "block" of training is required annually for "Group Supervisors." The amount of training is not mandated by law, but by administrative mandate.
- No particular source is specified for this training.
- Currently, the CYA pays for all training.

### **TRAINING FOR ADMINISTRATORS:**

- Administrative mandate requires that all new supervisors complete 120 hours of specialized training.

- State law does not specify any particular source for this training.
- The CYA currently pays for all training.

In regard to in-service training:

- Administrative mandate requires 40 hours of annual in-service training for middle managers.
- There is no legally specified source for this training.
- The CYA pays for all training at all levels.

## New York

Ms. Judith Blair, Director of the Bureau of Staff Development and Training, provided the following information:

### **FACILITY INFORMATION:**

- The State of New York operates a total of 6 secure residential facilities and 12 limited secure facilities. The secure facilities have an estimated 600 youth related workers and counselors.
- The State of New York does not have any privately operated facilities.

### **CERTIFICATE/LICENSE REQUIREMENTS:**

No certificate/license is required by the State of New York for professional employees, however the State does have a merit system that employees must meet. In addition, no certificate/license is required by the State of New York for administrators of the facilities.

### **TRAINING FOR PROFESSIONAL EMPLOYEES:**

- The State of New York does require that all new employees complete 160 hours of pre-service training in the first year, and 40 hours of required training every year thereafter.
- The State law does not specify a source for training.
- Training is paid for by Federal and State funds.

In regard to annual in-service training:

- The State of New York does require 40 hours of annual in-service training for professional employees.
- Training is paid for by Federal and State funds.

### **TRAINING FOR ADMINISTRATORS:**

- The State of New York does require 40 hours of specialized training for new administrators.
- The State of New York does require 40 hours of annual in-service training for existing administrators.

## Tennessee

Ms. Parkes Casselbury, Director of Quality Management, provided the following information:

### **FACILITY INFORMATION:**

- The State of Tennessee operates 4 training schools and 10 community residential staff secure facilities. In the near future, Tennessee plans to have 5 existing facilities converted to staff secure facilities. At this time, the total number of youth workers in these facilities is 100.
- At this time, Tennessee does not contract for the private operation of any secure residential facilities.

### **CERTIFICATE/LICENSE REQUIREMENTS:**

The State of Tennessee does not require any certificate/license for either professional employees or administrators.

### **TRAINING FOR PROFESSIONAL EMPLOYEES:**

The following information was provided regarding pre-service and in-service training for professional employees:

- The State of Tennessee does require by statute the juvenile correctional agency be accredited and therefore offer pre-service training.
- Because of this statute, the Tennessee Department of Youth Development requires a 120 hour "block" of pre-service training for all new employees.
- No source is specified for pre-service training.
- The State pays all expenses incurred through this training.

In regard to annual in-service training, the following was determined:

- State statute, which requires agency accreditation, mandates annual in-service training of 40 hours.
- No source is specified for in-service training.
- The State pays all expenses associated with this training.

## **TRAINING FOR ADMINISTRATORS:**

- The State of Tennessee requires 40 hours pre-service specialized training for all administrators/managers.
- No source is specified for in-service training.
- The State makes this training available through the Department of Youth Development, the State Department of Personnel, and the National Institute of Corrections.
- The State of Tennessee pays for all costs associated with this training.

In regard to in-service training for administrators, the following was determined:

- Administrators are only required to complete the 40 hours of in-service training that is required of professional employees.
- No source is specified for in-service training; administrators are permitted to attend trainings provided by both the State and/or private vendors.
- The State pays all expenses associated with this training.

## Wisconsin

Mr. John Ross, Director of the Bureau of Residential Services, provided the following information:

### **FACILITY INFORMATION:**

- The State of Wisconsin operates 2 secure residential facilities which employ approximately 325 professional employees or "house parents."
- The State of Wisconsin does not contract for the operation of any secure facilities.

### **CERTIFICATE/LICENSE REQUIREMENTS:**

- The State of Wisconsin does not require any certificate/license for professional employees other than employees such as psychiatrists, social workers, and teachers.
- The State of Wisconsin requires a license for "school administrators," but no certificate for other administrators is required.

### **TRAINING FOR PROFESSIONAL EMPLOYEES:**

- An average of 120 hours is usually completed by new professional employees; however, this training is not mandatory.
- All pre-service training is provided on-site by facility trainers.
- The cost for this training is absorbed by the facility and therefore paid by the State of Wisconsin.

In regard to annual in-service training:

- Approximately 100 hours of training is required within the first two years of employment as a Youth Counselor I in order to be reclassified to the position of Youth Counselor II.
- This training is performed on-site and provided by the agency.
- The agency and the State pay for the cost of this training.

### **TRAINING FOR ADMINISTRATORS:**

The following information was provided regarding pre-service and in-service training for administrators:

- The State of Wisconsin requires 40 hours of training for all new administrators/supervisors from any program area.
- The State of Wisconsin pays all costs associated with this pre-service supervisory training.
- Although the State of Wisconsin offers training throughout each year, attendance at this training is not mandatory.
- Optional training is provided by both State and private vendor. The cost for this optional training is paid for by the State.

## Kansas

Mr. James Trast, Manager of the Field Support Unit of Kansas Youth Services, provided the following information:

### **FACILITY INFORMATION:**

- The State of Kansas operates 4 secure residential facilities, which employ 288 "youth service specialists" or professional employees.
- The State of Kansas does not currently contract for the private operation of any secure residential facilities. However, the State does contract for the private operation of several non-secure facilities which are not solely dedicated to "offenders."

### **CERTIFICATE/LICENSE REQUIREMENTS:**

The State of Kansas does not require any certificate/license for professional employees or administrators. Only clinical personnel are required to be licensed or certified.

### **TRAINING FOR PROFESSIONAL EMPLOYEES:**

The following information was provided regarding pre-service and in-service training for professional employees or "youth service specialists":

- The State of Kansas does not require any training for professional employees.
- It is the policy of Kansas Youth Services that all professional employees complete 120 hours of pre-service training within the first year of service.
- Kansas Youth Service policy does not specify any particular source for this training, as long as the curriculum and its source are "approved."
- All training is paid for by the State.

In regard to in-service training:

- The State of Kansas does not require any training for professional employees.
- Kansas Youth Services does mandate as a condition of employment that a minimum of 40 hours of in-service training will be completed each year.
- Kansas Youth Services pays for all training through its State funded training budget.

- Employees do have the option to seek training from outside agencies; however, training from outside agencies is to be paid for by the employee.

#### **TRAINING FOR ADMINISTRATORS:**

- No State mandate requires specialized training for new administrators.
- Kansas Youth Services does mandate through policy a 40 hour supervisory training course which is performed by State trainers without substitution.
- No annual in-service training is required by the State of Kansas for administrators.
- Kansas Youth Services does not require any additional annual in-service other than that which is required of all employees.

## Nevada

Mr. Robert Cavakis, Director of the Nevada Youth Services Division, provided the following information:

### **FACILITY INFORMATION:**

- The State of Nevada operates 2 staff secure residential facilities which employ approximately 159 persons.
- There are no privately operated facilities in Nevada.

### **CERTIFICATE/LICENSE REQUIREMENTS:**

The State of Nevada does not require a certificate/license for professional employees or administrators.

### **TRAINING FOR PROFESSIONAL EMPLOYEES:**

The following information was provided regarding pre-service and in-service training for professional employees:

- There is no training required by the State of Nevada for new professional employees.
- There is no in-service training required annually by the State of Nevada for existing professional employees.

### **TRAINING FOR ADMINISTRATORS:**

The following information was provided regarding pre-service and in-service training for professional employees:

- There is no specialized training required by the State of Nevada for new administrators.
- There is no in-service training required annually by the State of Nevada for existing administrators.

# STATE TRAINING REQUIREMENTS MATRIX

State	Secure Residential Facilities (Number of Facilities/Employees)		Pre-Service/In-Service Training Professional Employees (Yes or No/Number of hours)		Pre-Service/In-Service Training Administrator/Management (Yes or No/Number of hours)	
	State	Private <sup>2</sup>	Pre-Service	In-Service	Pre-Service	In-Service
District of Columbia <sup>3</sup>	2/235	20/N/A**	Y/80	Y/40	N	N
New York	18/600	N/A	Y/160	Y/40	Y/40	Y/40
Florida	21/N/A	4/N/A	Y/40	Y/40	Y/64	N
Georgia	24/1,250	1/N/A	Y/40	Y/40	N	Y/40
Tennessee	14/100	N/A	Y/120	Y/40	Y/40	N
Texas*	7/933	77/N/A	N/80	N/40	N/40	N
Virginia	7/650	N/A	Y/80	Y/40	N	N
Illinois	6/900	N/A	Y/80	Y/40	N	N
Wisconsin <sup>4</sup>	2/325	N/A	N/120	N/100	Y/40	N
Iowa	1/202	3/N/A	Y/40	Y/25	Y/40	Y/6
Ohio	11/1,691 <sup>5</sup>	2/28 <sup>6</sup>	Y/80	Y/40	N	Y/40
Arizona	3/634	1/N/A	Y/124	Y/40	N	N
California*	15/337	N/A	N/232	N/43, 27 <sup>7</sup>	N/120	Y/40
Kansas*	4/288	N/A	N/120	N/40	N/40	N
Nevada	2/159	N/A	N	N	N	N

## KEY

*Note: See text for information regarding responses to other questions.*

\* Training is mandated by Administrative regulations only.

\*\* N/A denotes that information regarding employees was either not available or unknown.

1. In some cases, new and existing administrators must complete the training required for new and existing professional employees, although no specialized training is required.
2. Number indicates secure residential facilities privately operated.
3. Training mandated by Consent Decree.
4. Training for professional employees is not mandated by the State. However, specialized training for new supervisors is mandated by the State of Wisconsin.
5. Total number of employees in these facilities.
6. Total number of youth workers/counselors.
7. 43 hours required for "Youth Counselors," 27 hours required for "Group Supervisors."

# Appendix A

## Questionnaire

1. Number of State operated secure residential facilities \_\_\_\_\_  
Total number of employees in those facilities \_\_\_\_\_
  
2. Number of privately-operated facilities \_\_\_\_\_  
Total number of employees \_\_\_\_\_
  
3. Certificate/License required by State for professional employees (line staff)? Yes No  
Certificate/License required by State for administrator? Yes No
  
4. Training required by State for new professional employees (Pre-service)? Yes No  
Number of hours required \_\_\_\_\_  
Does State law specify a particular source for training? Yes No  
If so, name source \_\_\_\_\_ (State/Private Vendor/Other)  
Who pays for this training? (employer/employee/combination/other)
  
5. In-service training required annually by State government for existing professional employees? Yes No  
Number of hours required \_\_\_\_\_  
Does State law specify a particular source for training? Yes No  
If so, name source \_\_\_\_\_ (State/Private Vendor/Other)  
Who pays for this training? (employer/employee/combination/other)

6. Specialized training required by State for new administrators? Yes No

Number of hours required \_\_\_\_\_

Does State law specify a particular source for training? Yes No

If so, name source \_\_\_\_\_ (State/Private Vendor/Other)

Who pays for this training? (employer/employee/combination/other)

7. In-service training required annually by State for existing administrators? Yes No

Number of hours required \_\_\_\_\_

Legally specified source for training? Yes No

If so, name source \_\_\_\_\_ (State/Private Vendor/Other)

Who pays for this training? (employer/employee/combination/other)

8. For further information or person providing information:

Name:

Phone Number:

# Appendix B

## OJJDP Regional Divisions

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### EAST

1. Connecticut
2. Delaware
3. District of Columbia
4. Maine
5. Maryland
6. Massachusetts
7. New Hampshire
8. New Jersey
9. New York
10. Pennsylvania
11. Rhode Island
12. Vermont

### SOUTH

13. Alabama
14. Arkansas
15. Florida
16. Georgia
17. Kentucky
18. Louisiana
19. Mississippi
20. North Carolina
21. South Carolina
22. Tennessee
23. Texas
24. Virginia
25. West Virginia

### MIDWEST

26. Illinois
27. Indiana
28. Iowa
29. Michigan
30. Minnesota
31. Missouri
32. Nebraska
33. North Dakota
34. Ohio
35. South Dakota
36. Wisconsin

### WEST

37. Alaska
38. Arizona
39. California
40. Colorado
41. Hawaii
42. Idaho
43. Kansas
44. Montana
45. Nevada
46. New Mexico
47. Oklahoma
48. Oregon
49. Utah
50. Washington
51. Wyoming

# Appendix C

## State Selections

### EAST

STATE	Criterion 1		Criterion 2		Criterion 3		TOTAL
	Unweighted	Weighted	Unweighted	Weighted	Unweighted	Weighted	
District of Columbia	(9882.8)	9882.8	(91)	183	(808)	2424	12488.8
New Jersey	(1042.0)	1042.0	(1286)	2572	(247)	741	4355.0
Rhode Island	(960.3)	960.3	(162)	324	(131)	393	1677.3
Maryland	(489.2)	489.2	(803)	1606	(166)	498	2593.2
Massachusetts	(767.6)	767.6	(924)	1848	(48)	144	2759.6
Connecticut	(678.4)	678.4	(532)	1064	(124)	372	2114.4
New York	(381.0)	381.0	(3044)	6088	(171)	513	6982.0
Delaware	(340.8)	340.8	(119)	238	(206)	618	1196.8
Pennsylvania	(265.1)	265.1	(2039)	4078	(90)	270	4613.1
New Hampshire	(123.7)	123.7	(195)	390	(114)	342	855.7
Vermont	(60.8)	60.8	(101)	202	(39)	117	379.8
Maine	(39.8)	39.8	(220)	440	(194)	582	1061.8

#### CRITERIA

- 1 = Population per square mile (1990).
- 2 = Number of juveniles in state between 5 and 17 years (1989).
- 3 = Children in custody rate per 100,000 (1989).

#### WEIGHTS

- Criterion 1 = 1
- Criterion 2 = 2
- Criterion 3 = 3

#### CALCULATIONS

$$\begin{aligned}
 \text{District of Columbia} &= (9882.8 \times 1) + (91 \times 2) + (808 \times 3) = 12488.8 \\
 \text{New Jersey} &= (1042.0 \times 1) + (1286 \times 2) + (247 \times 3) = 4355.0 \\
 \text{Rhode Island} &= (960.3 \times 1) + (162 \times 2) + (131 \times 3) = 1677.3 \\
 \text{Maryland} &= (489.2 \times 1) + (803 \times 2) + (166 \times 3) = 2593.2 \\
 \text{Massachusetts} &= (767.6 \times 1) + (924 \times 2) + (48 \times 3) = 2759.6 \\
 \text{Connecticut} &= (678.4 \times 1) + (532 \times 2) + (124 \times 3) = 2114.4 \\
 \text{New York} &= (381.0 \times 1) + (3044 \times 2) + (171 \times 3) = 6982.0 \\
 \text{Delaware} &= (340.8 \times 1) + (119 \times 2) + (206 \times 3) = 1196.8 \\
 \text{Pennsylvania} &= (265.1 \times 1) + (2039 \times 2) + (90 \times 3) = 4613.1 \\
 \text{New Hampshire} &= (123.7 \times 1) + (195 \times 2) + (114 \times 3) = 855.7 \\
 \text{Vermont} &= (60.8 \times 1) + (101 \times 2) + (39 \times 3) = 379.8 \\
 \text{Maine} &= (39.8 \times 1) + (220 \times 2) + (194 \times 3) = 1061.8
 \end{aligned}$$

# Appendix C

## State Selections

### SOUTH

STATE	Criterion 1		Criterion 2		Criterion 3		TOTAL
	Unweighted	Weighted	Unweighted	Weighted	Unweighted	Weighted	
Florida	(239.6)	239.6	(1985)	3970	(193)	579	4788.6
Virginia	(156.3)	156.3	(1039)	2078	(258)	774	3008.3
North Carolina	(136.1)	136.1	(1179)	358	(164)	492	986.1
Tennessee	(118.3)	118.3	(915)	1830	(171)	513	2461.3
South Carolina	(115.8)	115.8	(690)	1380	(209)	627	2122.8
Georgia	(111.9)	111.9	(1286)	2572	(233)	699	3382.9
Louisiana	(96.9)	96.9	(911)	1822	(231)	693	2611.9
Kentucky	(92.8)	92.8	(716)	1432	(138)	414	1938.8
Alabama	(79.6)	79.6	(811)	1622	(178)	534	2235.6
West Virginia	(74.5)	74.5	(353)	706	(76)	228	1008.5
Texas	(64.9)	64.9	(3474)	6948	(133)	399	7411.9
Mississippi	(54.9)	54.9	(566)	1132	(132)	396	1582.9
Arkansas	(45.1)	45.1	(476)	952	(91)	273	1270.1

#### CRITERIA

- 1 = Population per square mile (1990).
- 2 = Number of juveniles in state between 5 and 17 years (1989).
- 3 = Children in custody rate per 100,000 (1989).

#### WEIGHTS

- Criterion 1 = 1
- Criterion 2 = 2
- Criterion 3 = 3

#### CALCULATIONS

$$\begin{aligned}
 \text{Florida} &= (239.6 \times 1) + (1985 \times 2) + (193 \times 3) = 4788.6 \\
 \text{Virginia} &= (156.3 \times 1) + (1039 \times 2) + (258 \times 3) = 3008.3 \\
 \text{North Carolina} &= (136.1 \times 1) + (1179 \times 2) + (164 \times 3) = 986.1 \\
 \text{Tennessee} &= (118.3 \times 1) + (915 \times 2) + (171 \times 3) = 2461.3 \\
 \text{South Carolina} &= (115.8 \times 1) + (690 \times 2) + (209 \times 3) = 2122.8 \\
 \text{Georgia} &= (111.9 \times 1) + (1286 \times 2) + (233 \times 3) = 3382.9 \\
 \text{Louisiana} &= (96.9 \times 1) + (911 \times 2) + (231 \times 3) = 2611.9 \\
 \text{Kentucky} &= (92.8 \times 1) + (716 \times 2) + (138 \times 3) = 1938.8 \\
 \text{Alabama} &= (79.6 \times 1) + (811 \times 2) + (178 \times 3) = 2235.6 \\
 \text{West Virginia} &= (74.5 \times 1) + (353 \times 2) + (76 \times 3) = 1008.5 \\
 \text{Texas} &= (64.9 \times 1) + (3474 \times 2) + (133 \times 3) = 7411.9 \\
 \text{Mississippi} &= (54.9 \times 1) + (566 \times 2) + (132 \times 3) = 1582.9 \\
 \text{Arkansas} &= (45.1 \times 1) + (476 \times 2) + (91 \times 3) = 1270.1
 \end{aligned}$$

## Appendix C

### State Selections

#### MIDWEST

STATE	Criterion 1		Criterion 2		Criterion 3		TOTAL
	Unweighted	Weighted	Unweighted	Weighted	Unweighted	Weighted	
Ohio	(265)	265	(2036)	4072	(273)	819	5156
Michigan	(164)	164	(1761)	3522	(208)	624	4933
Illinois	(206)	206	(2116)	4232	(165)	495	4310
Indiana	(155)	155	(1065)	2130	(203)	609	2894
Wisconsin	(90)	90	(899)	1798	(130)	390	2278
Minnesota	(55)	55	(801)	1602	(136)	408	2065
Missouri	(54.9)	54.9	(566)	1132	(207)	621	1807.9
Iowa	(49)	49	(519)	1038	(143)	429	1516
Nebraska	(20.5)	20.5	(305)	620	(166)	518	1158.5
North Dakota	(9.3)	9.3	(129)	258	(124)	372	1096.2
South Dakota	(9.2)	9.2	(140)	280	(269)	807	639.3

#### CRITERIA

- 1 = Population per square mile (1990).
- 2 = Number of juveniles in state between 5 and 17 years (1989).
- 3 = Children in custody rate per 100,000 (1989).

#### WEIGHTS

- Criterion 1 = 1
- Criterion 2 = 2
- Criterion 3 = 3

#### CALCULATIONS

$$\begin{aligned}
 \text{Ohio} &= (265 \times 1) + (2036 \times 2) + (273 \times 3) = 5156 \\
 \text{Michigan} &= (164 \times 1) + (1761 \times 2) + (208 \times 3) = 4933 \\
 \text{Illinois} &= (206 \times 1) + (2116 \times 2) + (165 \times 3) = 4310 \\
 \text{Indiana} &= (155 \times 1) + (1065 \times 2) + (203 \times 3) = 2894 \\
 \text{Wisconsin} &= (90 \times 1) + (899 \times 2) + (130 \times 3) = 2278 \\
 \text{Minnesota} &= (55 \times 1) + (801 \times 2) + (136 \times 3) = 2065 \\
 \text{Missouri} &= (54.9 \times 1) + (566 \times 2) + (207 \times 3) = 1807.9 \\
 \text{Iowa} &= (49 \times 1) + (519 \times 2) + (143 \times 3) = 1516 \\
 \text{Nebraska} &= (20.5 \times 1) + (305 \times 2) + (166 \times 3) = 1158.5 \\
 \text{North Dakota} &= (9.3 \times 1) + (129 \times 2) + (124 \times 3) = 1096.2 \\
 \text{South Dakota} &= (9.2 \times 1) + (140 \times 2) + (269 \times 3) = 639.3
 \end{aligned}$$

# Appendix C

## State Selections

### WEST

STATE	Criterion 1		Criterion 2		Criterion 3		TOTAL
	Unweighted	Weighted	Unweighted	Weighted	Unweighted	Weighted	
California	(191)	191	(5225)	10450	(529)	1587	12228
Hawaii	(173)	173	(199)	398	(79)	237	808
Washington	(73)	73	(859)	1718	(236)	708	2499
Oklahoma	(45.8)	45.8	(619)	1238	(89)	267	1550
Arizona	(32.3)	32.3	(671)	1342	(279)	837	2211
Colorado	(31.8)	31.8	(602)	1204	(164)	492	1727
Kansas	(30.3)	30.3	(468)	936	(264)	792	1758
Oregon	(29.6)	29.6	(503)	1006	(208)	624	1659
Utah	(21)	21	(456)	912	(85)	255	1188
New Mexico	(12.5)	12.5	(320)	640	(283)	849	1501.5
Idaho	(12.2)	12.2	(225)	450	(85)	255	717
Nevada	(10.9)	10.9	(191)	382	(510)	1530	1922.9
Montana	(5.5)	5.5	(158)	316	(223)	669	990.5
Wyoming	(5.0)	5.0	(100)	200	(217)	651	859
Alaska	(1.0)	1.0	(110)	220	(324)	972	1193

#### CRITERIA

- 1 = Population per square mile (1990).  
 2 = Number of juveniles in state between 5 and 17 years (1985).  
 3 = Children in custody rate per 100,000 (1989).

#### WEIGHTS

- Criterion 1 = 1  
 Criterion 2 = 2  
 Criterion 3 = 3

#### CALCULATIONS

$$\begin{aligned}
 \text{California} &= (191 \times 1) + (5225 \times 2) + (529 \times 3) = 12228 \\
 \text{Hawaii} &= (173 \times 1) + (199 \times 2) + (79 \times 3) = 808 \\
 \text{Washington} &= (73 \times 1) + (859 \times 2) + (236 \times 3) = 2499 \\
 \text{Oklahoma} &= (45.8 \times 1) + (619 \times 2) + (89 \times 3) = 1550 \\
 \text{Arizona} &= (32.3 \times 1) + (671 \times 2) + (279 \times 3) = 2211 \\
 \text{Colorado} &= (31.8 \times 1) + (602 \times 2) + (164 \times 3) = 1727 \\
 \text{Kansas} &= (30.3 \times 1) + (468 \times 2) + (264 \times 3) = 1758 \\
 \text{Oregon} &= (29.6 \times 1) + (503 \times 2) + (208 \times 3) = 1659 \\
 \text{Utah} &= (21 \times 1) + (456 \times 2) + (85 \times 3) = 1188 \\
 \text{New Mexico} &= (12.5 \times 1) + (320 \times 2) + (283 \times 3) = 1501.5 \\
 \text{Idaho} &= (12.2 \times 1) + (225 \times 2) + (85 \times 3) = 717 \\
 \text{Nevada} &= (10.9 \times 1) + (191 \times 2) + (510 \times 3) = 1922.9 \\
 \text{Montana} &= (5.5 \times 1) + (158 \times 2) + (223 \times 3) = 990.5 \\
 \text{Wyoming} &= (5.0 \times 1) + (100 \times 2) + (217 \times 3) = 859 \\
 \text{Alaska} &= (1.0 \times 1) + (110 \times 2) + (324 \times 3) = 1193
 \end{aligned}$$

## Contact List

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