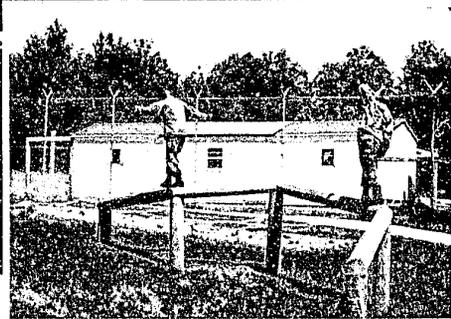
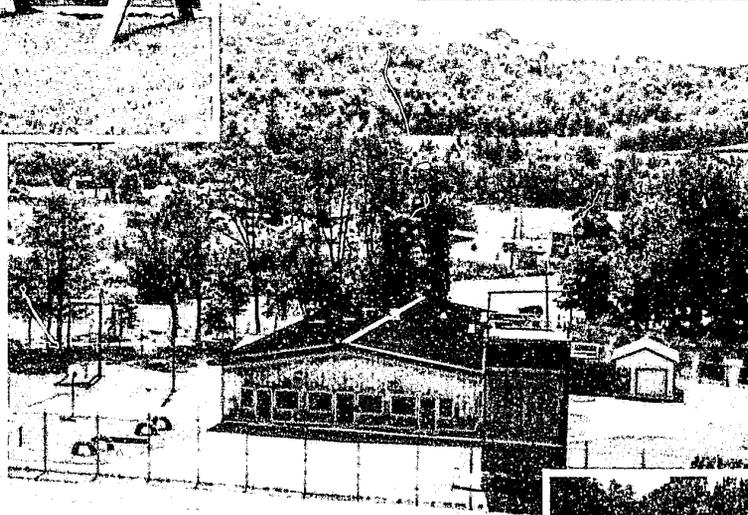


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ACQUISITIONS

**STANDARDS
FOR
JUVENILE CORRECTIONAL
BOOT CAMP PROGRAMS**

American Correctional Association

**in cooperation with the
Commission on Accreditation for Corrections**

January 1995

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Standards manuals published by the American Correctional Association:

Standards for Adult Parole Authorities
Standards for Adult Community Residential Services
Standards for Adult Probation and Parole Field Services
Standards for Adult Correctional Institutions
Standards for Adult Local Detention Facilities
Standards for Adult Correctional Boot Camp Programs
Standards for Juvenile Community Residential Facilities
Standards for Juvenile Probation and Aftercare Services
Standards for Juvenile Detention Facilities
Standards for Juvenile Training Schools
Standards for Small Juvenile Detention Facilities
Standards for Juvenile Day Treatment Programs
Standards for the Administration of Correctional Agencies
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Certification Standards for Food Service Programs
Foundation/Core Standards for Adult Local Detention Facilities
Foundation/Core Standards for Adult Correctional Institutions
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1994 Standards Supplement
Standards for Electronic Monitoring Programs

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*Pictured on the cover is the accredited facility,
Sgt. Henry Johnson Youth Leadership Academy, South Kortwright, New York*

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153982

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Preface

These standards are the result of over a century of experience in the development and publication of the principles of operation for prisons, jails, and other correctional programs in the United States and throughout the world. This specific set of standards for correctional boot camps has been in the development stage for eight years. It is a joint effort among the American Correctional Association, the U.S. Department of Justice, the Bureau of Justice Assistance, and the National Institute of Justice.

Programs

The history of corrections reveals a pendulum-like swing in philosophies toward the care and rehabilitation of offenders. At the close of the 18th century, retributive punishment by the state was firmly entrenched in English and European laws. In some places, severe physical punishment was meted out for minor infractions. In other places, offenders were isolated so that they could meditate on their crimes, and thereby become penitent. In the early 1900s, juvenile offenders at New York State's Elmira Reformatory were subjected to a type of military training program, including long days, exercising and marching with wooden rifles, for their "health and mental well being." Then, correctional philosophy shifted to less severe, but longer sentences, with the provision of counseling and education programs to help the offenders reintegrate into the community. Since the late 1980s, the pendulum has swung back to "military-like" correctional programs.

Why Boot Camps Have Become Popular

During the past decade, because of crowding (and therefore increasing costs in both maintenance and lawsuits) in most state and county corrections systems (adult and juvenile), practitioners have investigated a variety of alternative programs for offenders. Correctional boot camp programs for juvenile offenders have presented one such alternative to the courts and corrections community. The reasoning behind designing short-term boot camp programs for offenders is that perhaps what has appeared to work for the military—transforming many misdirected young persons into productive citizens—could work for corrections. The use of correctional boot camp programs has also been urged by the public, who is outraged at the excessiveness and brutality of crimes and takes satisfaction in seeing offenders being punished. Politicians are extremely sensitive to public opinion and have urged Congress to adopt the correctional boot camp as a viable alternative program for offenders. In 1990, Congress authorized the Bureau of Justice Assistance (BJA) to fund state boot camps as correctional options through its discretionary grant program, and in 1992, Congress authorized the Office of Juvenile Justice and Delinquency Prevention (OJJDP) to establish three model juvenile boot camps to place emphasis on education and other services.

The National State of Correctional Boot Camps

Based on the belief that short, intensive, and extremely harsh programs would give structure to the lives of offenders and would perhaps rehabilitate them, the number of correctional boot camps has rapidly increased since the first camps opened in Georgia in 1983 and in Oklahoma in 1984. As of January 1993, more than 7,000 beds were devoted to boot camp programs, including 65 adult boot camp programs in 27 states, 19 juvenile boot camp programs in eight states, and two federal boot camp programs in two states. The average program stay of an offender is 107 days.

The Goal of Boot Camp Programs

Research indicates that many existing boot camp programs have been designed and implemented quickly without feasibility studies and without written policies and procedures to guide their implementation. In written materials describing current boot camp programs sent to ACA staff, for example, the goals varied from one program to another and sometimes within the same program. The two extremes in these programs are those that stress punishment as a goal and those that emphasize rehabilitation. However, one of the main reasons for implementing correctional boot camp programs is that they reduce crowding, costs, and recidivism. In a 1991 survey, the following 11 goals were adopted by various correctional boot camp programs:

- to rehabilitate offenders
- to reduce crowding
- to develop work skills
- to deter offenders
- to provide drug education
- to offer vocational education
- to reduce recidivism
- to provide punishment to offenders
- to provide a safe prison environment
- to offer academic education
- to provide drug treatment

Punishment is proportional. The severity of the punishment should increase in direct relation to the crime(s) committed and the magnitude of an offender's culpability. Therefore, first-time offenders who commit minor crimes should get modest punishments; habitual offenders who commit severe crimes should get much harsher punishments. Punishment must be uniform. Most boot camp programs select only first-time offenders; thus, the severe nature of the program negates the theory of "just deserts."

Deterrence

When deterrence is a goal, boot camp programs are usually located within a general population prison so that participants can see and hear regular offenders and observe the prison routine. In short, these programs try to scare participants into desisting from crime. There has not been any specific evaluation made of the deterrent effects of boot camp programs, but evaluations of other related programs (such as the "Rahway" program and the "Scared Straight" programs of the 1970s) suggest that boot camp programs are unlikely to achieve specific deterrence.

Rehabilitation

Almost all boot camp programs include rehabilitation as one of the main goals. The programs hope to achieve rehabilitation through the disciplinary regimen, itself, and through treatment programs. While in programs, offenders show greater gains in positive, pro-social attitudes and educational achievements than similar offenders in regular prison. Probation/parole officers believe boot camp graduates are more courteous and agreeable when they first report for community supervision than regular probationers and parolees. These differences, however, may also be because of the frequency and quality of contacts between supportive staff and offenders, a relationship that could exist in any correctional program. It is possible that boot camps may affect offender recidivism, although the possibility is not strongly regarded.

Reducing Crowding/Reducing Costs

In many states, prison population levels are determined mostly by several factors outside the control of correction officials. This includes: sentencing laws, police enforcement priorities, prosecutorial charging and bargaining practices, judges' sentencing behavior, probation supervision and revocation practices, and parole releasing practices. Prison officials essentially only have one tool to manage prison population levels; they can shorten the period of incarceration for an offender to reduce the total person-days of confinement. If enough offenders get shortened prison terms, the agency may save substantial operating costs and may reduce its bed-space needs by a substantial amount.

Mission Statements, Goals, and Measurable Objectives

Many existing boot camp programs have written mission statements, but they have incorporated goals and objectives that are not measurable. For boot camp programs to be successful, however, the most fundamental requirement is that the mission statement, goals, and objectives be stated in clear, precise, and measurable language. The boot camp mission statement should also address in specific terms the role of the program within the correctional system, and it should specify how particular program elements and components contribute to the achievement of that larger mission.

Evaluation Mechanism

When goal statements and objectives are written in specific, measurable terms, the short- and long-term goals can be measured efficiently and effectively. Problems can be anticipated before they occur, and then they can be solved methodically. Each boot camp program should maintain an effective information system that can generate data needed for program monitoring, assessment, and evaluation. There should also be a systemwide collaboration for collecting information about the offender, from the point of admission into the program through the aftercare component.

Before making a commitment to start a boot camp program, correctional administrators should conduct a feasibility study to determine whether this type of program would be appropriate in their jurisdiction. Based on the program's goals and objectives, the following elements should be studied:

1. The program's targeted population.
2. The selection criteria, including intake and exit criteria and procedures, and how the offender will be tracked through the program.
3. Questions, such as whether the number of eligible offenders is large enough to justify opening the program and whether current sanctioning patterns in the jurisdiction can accommodate the proposed client flow.
4. The methodology that will be used to document the cost savings; for example, how will the projected impact of the boot camp on system crowding be estimated?
5. The types of programs that the boot camp will provide and associated staffing patterns, contracted service needs, physical construction needs, etc. This information will be needed to estimate program costs, which then should be compared with the costs of alternative intermediate sanctions that serve similar populations.

The Accreditation Process

The American Correctional Association (ACA) and the Commission on Accreditation for Corrections (CAC) are private, nonprofit organizations that administer the only national accreditation program for all components of adult and juvenile corrections. Their purpose is to promote improvement in the management of correctional agencies through the administration of a voluntary accreditation program and the ongoing development and revision of relevant, useful standards.

Accreditation, a process that began in 1978, involves approximately 80 percent of all state departments of corrections and youth services as active participants. Also included are programs and facilities operated by the Federal Bureau of Prisons, the U.S. Parole Commission, and the District of Columbia. For these agencies, the accreditation program offers the opportunity to evaluate their operations against national standards, remedy deficiencies, and upgrade the quality of correctional programs and services. The recognized benefits from such a process include improved management, a defense against lawsuits through documentation and the demonstration of a "good faith" effort to improve conditions of confinement, increased accountability and enhanced public credibility for administrative and line staff, a safer and more humane environment for personnel and offenders, and the establishment of measurable criteria for upgrading programs, personnel, and the physical plant on a continuing basis.

The timelines, requirements, and outcomes of the accreditation process are the same for a state or federal prison, training school, local detention facility, private halfway house or group home, probation and parole field service agency, or paroling authority. All programs and facilities sign a contract, pay an accreditation fee, conduct a self evaluation, and have a standards compliance audit by trained ACA auditors before an accreditation decision is made by the Board of Commissioners. Once accredited, all programs and facilities submit annual certification statements to ACA. Also, at ACA's expense and discretion, a monitoring visit may be conducted during the initial three-year accreditation period to ensure continued compliance with the appropriate standards.

Participation in the Accreditation Process

Invitations to participate in the accreditation process have been extended to all adult and juvenile agencies for which standards have been developed and published. Participating agencies include public and private agencies; federal, state, and local agencies; and United States and Canadian correctional agencies.

Accreditation activities are initiated voluntarily by correctional administrators. When an agency chooses to pursue accreditation, ACA staff will provide the agency with appropriate information and application materials. These include a contract, the applicable manual of standards, a policy and procedure manual, and an organization summary (narrative).

Eligibility Criteria

To be eligible for accreditation, an agency must be a part of a governmental or private entity or conform to the applicable federal, state, and local laws and regulations regarding corporate existence. The agency must: (1) hold under confinement pretrial or presentence adults or juveniles who are being held pending a hearing for unlawful activity; or (2) hold under confinement sentenced adult offenders convicted of criminal activity or juveniles adjudicated to confinement; or (3) supervise in the community sentenced adults or adjudicated juvenile offenders, including juveniles placed in residential settings; and (4) have a single administrative officer responsible for agency operations. It is this administrative officer who makes formal application for admission for accreditation.

It is ACA's policy that nonadjudicated juveniles should be served outside the juvenile correctional system. Training schools housing status offenders must remove them before the facility can be awarded accreditation. Detention facilities may house status offenders who have violated valid court orders by continued perpetration of status offenses. In such instances, the following conditions would apply: status offenders are separated by sight and sound from delinquent offenders; facility staffs demonstrate attempts to mandate removal of all status offenders from detention centers; and special programs are developed for status offenders.

ACA does not prohibit community programs that house adjudicated juveniles with status offenders in nonsecure settings from participation in accreditation. However, ACA actively supports and requires exclusion of status offenders from the criminal and juvenile justice systems. Residential facilities and institutional programs that house adults and juveniles separated by sight and sound may become accredited. Individual cases may stipulate removal of juveniles before receiving an accreditation award.

Preaccreditation Assessment

Prior to signing an accreditation contract, an agency may request a preaccreditation assessment. The assessment requires an ACA auditor to visit the agency. The auditor will assess strengths and areas for improvement, measure readiness of application for accreditation, and identify steps required to achieve accreditation. A confidential, written report is provided to the agency to assist in making the decision to apply for accreditation.

Applicant Status

When the agency enters into the accreditation process, the administrator requests an information package from ACA. To confirm eligibility, determine appropriate fees, and schedule accreditation activities, the agency provides ACA with relevant narrative information through the organization summary. The Applicant Status begins when both the completed organization summary, which provides a written description of the facility/program, and the signed contract are returned to ACA. The Association will notify the agency of its acceptance into the accreditation process within 15 days of the receipt of the necessary application materials. ACA will then assign a regional administrator from the Division of Standards and Accreditation as a permanent liaison to the agency. The agency will appoint an accreditation manager, who will be responsible for organizing and supervising agency resources and activities to achieve accreditation.

As defined in the contract, the fees for the accreditation period cover all services normally provided to an agency by ACA staff, auditors, and the Board of Commissioners. The fees are determined during the application period and are included in the contract signed by the agency and ACA.

The fees for probation, parole, and aftercare field service agencies depend on the size, number, and locations of the field offices. The central office and a stipulated number of field offices are audited, with the fee determined by the number of auditor days and auditors required to complete the audit.

Correspondent Status

When the application is accepted, the agency enters into Correspondent Status. During this time, the agency conducts a self-assessment of its operations and completes a self-evaluation report, which specify the agency's level of standards compliance. (Self-evaluation reports are optional for facilities signing a reaccreditation contract.)

At the agency's request and expense, an on-site accreditation orientation for staff and/or a field consultation is scheduled. The object of the orientation is to prepare agency staff to complete the requirements of accreditation, including an understanding of self-evaluation activities, compilation of documentation, audit procedures, and standards interpretation. A field auditor provides information on accreditation policy and procedure, standards interpretations, and/or documentation requirements. Agency familiarity with standards and accreditation is the key factor in determining the need for these services.

The self-evaluation report includes the organizational summary, a compliance tally, preliminary requests for waivers or plans of action, and a completed standards compliance checklist for each standard in the applicable manual.

Applicable Standards

The standards used for accreditation address services, programs, and operations essential to good correctional management, including administrative, staff, and fiscal controls, staff training and development, physical plant, safety and emergency procedures, sanitation, food service, rules and discipline, and a variety of subjects that comprise good correctional practice. These standards are under continual revision to reflect changing practice, current case law, new knowledge, and agency experience with their application. These changes are published by ACA in the Standards Supplement.

ACA policy addresses the impact of the standards revisions on agencies involved in accreditation. Agencies signing contracts after the date that a Standards Supplement is published are held accountable for all standards changes in that supplement. Agencies are not held accountable for changes made after the contract is signed. The agencies may choose to apply new changes to the standards that have been issued following the program's entry into accreditation. Agencies must notify ACA of their decision before conducting the standards compliance audit.

Although accreditation is based only on ACA standards, provision is made for recognition of accreditation earned from the Joint Commission on Accreditation of Healthcare Organizations. This covers the

accreditation of medical services in local detention facilities and the Joint Commission accreditation of institutional hospital programs.

For accreditation purposes, any new architectural design, building, and/or renovation of the institution must be in accordance with the current standards manual at the time of the design, building, and/or renovation. In such cases, different standards would be applied to separate parts of the institution, respective of these changes in the physical plant.

Standards Compliance Checklist

In completing a standards compliance checklist, the agency checks compliance, noncompliance, or not applicable for each standard. Checking compliance signifies complete compliance with the content of the standard at all times and that the agency has documentation (primarily written) available to support compliance. A finding of noncompliance indicates that all or part of the requirements stated in the standard have not been met. A not applicable response means that the standard is clearly not relevant to the situation being audited. A written statement supporting nonapplicability of the standard is required.

At this time, the agency may request a waiver for one or more standards, provided that overall agency programming compensates for the lack of compliance. The waiver request must be accompanied by a clear explanation of the compensating conditions. The agency applies for a waiver only when the totality of conditions safeguard the life, health, and safety of offenders and staff. Waivers are not granted for standards designated as mandatory and do not change the conclusion of noncompliance or the agency's compliance tally. When a waiver is requested during the self-evaluation phase, ACA staff renders a preliminary judgement. A final decision can be made only by the Board of Commissioners during the accreditation hearing. Most waivers granted are for physical plant standards.

The Association requires that a self-evaluation report be completed by each applicant for accreditation. It is recommended that agencies entering into the accreditation process for the first time submit a written statement to ACA concerning their status at the completion of the evaluation. Information contained in this statement should include the percentage of compliance with mandatory and nonmandatory standards; a list of not applicable standards; and a list of noncompliant standards and their deficiencies. Within 60 days of receipt of this statement, ACA staff will provide the agency administrator with a written response containing, where appropriate, comments on materials or information submitted to the Association. The letter also provides notice to the agency of its acceptance to Candidate Status.

The compilation of written documentation requires the most time and effort during Correspondent Status. A separate documentation file, which explicitly shows compliance, is prepared for each standard.

In order to request an audit, an agency must comply with 100 percent of the standards designated as mandatory and 90 percent of the nonmandatory standards. (The self-evaluation report does not necessarily need to reflect these levels of compliance.)

Candidate Status

The agency enters into Candidate Status with ACA's acceptance of the self-evaluation report or agency certification of its completion. Candidate Status continues until the agency meets the required level of compliance, has been audited by a visiting committee composed of ACA auditors, and has been awarded or denied a three-year accreditation by the Board of Commissioners. Candidate Status lasts up to 12 months.

An agency may request, in writing, an extension of Candidate Status stating the reasons for the request. ACA staff considers the request and renders a decision. It is ACA policy that extensions of Candidate Status may not exceed 12 months.

The agency requests a standards compliance audit when the facility administrator believes the agency or facility has met or exceeded the compliance levels required for accreditation (100 percent mandatory; 90 percent nonmandatory).

Standards Compliance Audit

The agency's request for an audit is made six-to-eight weeks before the desired audit dates. The purpose of the audit is to have the visiting committee measure the agency's operation against the standards based on the documentation provided by the agency. A visiting committee completes the audit and prepares a visiting committee report for submission to the Commission. ACA designates a visiting committee chair to organize and supervise the committee's activities.

Prior to arrival at the audit site, each member of the visiting committee reviews the agency's descriptive narrative and any additional information that ACA may have provided, including pending litigation and court orders submitted by the agency and any inmate correspondence. The visiting committee chair makes audit assignments to each auditor. For example, one auditor may audit the administrative, fiscal, and personnel standards, while another audits standards for physical plant, sanitation, and security. Upon arrival, the visiting committee meets with the administrator, accreditation manager, and other appropriate staff to discuss the scope of the audit and the schedule of activities. This exchange of information provides for the development of an audit schedule that ensures the least amount of disruption to routine agency operation.

The exact amount of time required to complete the audit depends on agency size, number of applicable standards, additional facilities to be audited, and the accessibility and organization of documentation. To hasten the audit, all documentation should be clearly referenced and located where the visiting committee is to work.

The accreditation manager's responsibilities include compiling and making accessible to all visiting committee members the standards compliance documentation and release of information forms for personnel and offender records. Also, staff should be notified beforehand to ensure that they are available to discuss specific issues or conduct tours of the facility for the visiting committee.

During the audit, the members of the visiting committee tour the facility, review documentation prepared for each standard, and interview staff and offenders to make compliance decisions. The visiting committee reports its findings on the same standards compliance checklist used by the agency in preparing its self-evaluation report. All members of the visiting committee review all mandatory standards, all areas of noncompliance and nonapplicability, and all requests for waivers, with decisions made collectively. (Final decisions on waivers can be approved only by the Commission at the time of the agency's accreditation hearing.)

Interviewing staff members and offenders is an integral part of the audit. In addition to speaking with those who request an interview with the team, the members of the visiting committee select other individuals to interview and to discuss issues. Interviews are voluntary and occur randomly throughout the audit, and those interviewed are ensured that their discussions are confidential.

In addition to auditing standards documentation, auditors will evaluate the quality of life or conditions of confinement. An acceptable quality of life is necessary for an agency to be eligible for accreditation. Factors that the visiting committee consider include: the adequacy and quality of programs, activities, and services available to juveniles and their involvement; occurrences of disturbances, serious incidents, assaults, or violence, including their frequency and methods of dealing with them to ensure the safety of staff and juveniles; and overall physical conditions, including conditions of confinement, program space, and institutional maintenance related to sanitation, health, and safety.

At the conclusion of the audit, the visiting committee again meets with the administrator, the accreditation manager, and any others selected by the administrator to discuss the results of the audit. During this exit interview, the visiting committee reports the standards compliance tally and all findings of noncompliance and nonapplicability, as well as preliminary decisions on waivers, stating the reasons for each decision.

If the visiting committee finds that the agency is in noncompliance with one or more mandatory standards or does not meet sufficient nonmandatory standards compliance levels to be considered for accreditation, the chair advises the agency that an on-site supplemental audit may be required prior to scheduling an accreditation hearing. The agency is responsible for notifying ACA when the deficiencies have been corrected and a supplemental audit is desired. The agency bears the cost of the supplemental audit. An ACA auditor, often a member of the original visiting committee, returns to the agency to reaudit the appropriate standards. The visiting committee report includes the written report from the supplemental audit.

The chair of the visiting committee then prepares and submits a copy of the visiting committee report to ACA staff within ten days of the completion of the audit. ACA staff review the report for completeness, enter the data, and within 15 days of the audit's completion, it is submitted to the agency administrator and other members of the visiting committee for concurrence. Upon receipt of the visiting committee report, the agency has 15 days to submit its written response to the report to ACA staff and all members of the visiting committee.

The Accreditation Hearing

The CAC Board of Commissioners is responsible for rendering accreditation decisions and is divided into accreditation panels authorized to render such decisions. Panels meet separately, or with a full board meeting, and are composed of three-to-five commissioners.

The agency is invited to have representation at the accreditation hearing. Unless circumstances dictate otherwise, a member of the visiting committee is not present; however, an ACA staff member does participate. At the accreditation hearing, the agency representative provides information about the agency, speaks in support of its appeal and/or waiver requests, and addresses concerns the panel may have with regards to the accreditation application.

After completing its review, the accreditation panel votes to award or deny accreditation or continue the agency in Candidate Status. When an agency receives a three-year accreditation award, a certificate with the effective date of the award is presented to the agency representative.

The Board of Commissioners may stipulate additional requirements for accreditation if, in its opinion, conditions exist in the facility or program that adversely affect the life, health, or safety of the staff or offenders. These requests are specific regarding activities required and timelines for their completion. The panel advises the agency representative of all changes at the time the accreditation decision is made.

ACA and the Commission may deny accreditation for insufficient standards compliance, inadequate plans of action, or failure to meet other requirements as determined by the Board of Commissioners, including, but not limited to, the conditions of confinement in a given facility. In not awarding accreditation, the Commission may extend an agency in Candidate Status for a specified period of time and for identified deficiencies, if in its judgement the agency is actively pursuing compliance. Those agencies denied accreditation, but not extended in Candidate Status, may reapply for accreditation after 180 days. The agency receives written notification of all decisions relative to its accreditation following the accreditation hearing.

Accredited Status

During the three-year accreditation period, ACA requires that accredited agencies submit annual certification statements confirming continued standards compliance at levels necessary for accreditation. The report should include the agency's progress on completing plans of action and other significant events that may affect the accreditation award. In addition, ACA may require accredited agencies to submit written responses to public criticism, notoriety, or patterns of complaints about agency activity that suggest a failure to maintain standards compliance. The Association, at its own expense and with advance notice, may conduct on-site monitoring visits to verify continued standards compliance or conditions of confinement.

Reconsideration Process

The goal of ACA's accreditation process is to ensure the equity, fairness, and reliability of its decisions, particularly those that constitute either denial or revocation of Accredited Status. Therefore, an agency may request reconsideration of any denial or revocation of accreditation. However, the reasonableness of ACA's standards, criteria, and/or procedures for accreditation may not serve as the basis for reconsideration.

A reconsideration request is based on the grounds that the adverse decision is (1) arbitrary, erratic, or otherwise in substantial disregard of the criteria and/or procedures for accreditation as stated by ACA, (2) based on incorrect facts or an incorrect interpretation of facts, or (3) unsupported substantial evidence.

The agency submits a written request for reconsideration to ACA staff within 30 days of the adverse decision stating the basis for the request. The Commission's Executive Committee reviews the request and decides whether there is sufficient evidence to warrant a reconsideration hearing before the Board of Commissioners. The agency is notified in writing of the Executive Committee's decision.

Revocation of Accreditation

An accredited agency that does not maintain the required levels of compliance throughout the three-year accreditation period, including continuous compliance with all mandatory standards, may have its accreditation award revoked. The agency is notified of its deficiencies and given a specified amount of time to correct them. If the deficiencies continue, the Board of Commissioners may place the agency on Probationary Status for an additional stated period of time and require documentation of compliance. Should the agency fail to correct the deficiencies, the Board of Commissioners may revoke the agency's accreditation and request that the Accreditation Certificate be returned to ACA. An accredited agency that has had its accreditation revoked for reasons of noncompliance also may use the reconsideration process.

Reaccreditation

To ensure continuous Accredited Status, accredited agencies should apply for reaccreditation approximately 12 months before the expiration of their current accreditation award. Agencies have the option of being audited from individual accreditation files or operational files. For detailed information on reaccreditation, consult your ACA regional administrator.

The preceding information is provided as an overview of the accreditation process. Additional information on specific procedures and elements of the process is available from ACA's Standards and Accreditation Department.

STANDARDS FOR JUVENILE CORRECTIONAL BOOT CAMP FACILITIES

Totals of Weights

<u>Category</u>	<u>Number</u>
Mandatory Standards	32
Nonmandatory Standards	<u>359</u>
Total	391

Summary of Mandatory Standards

1-JBC-2A-03	Fire Codes
1-JBC-3A-16	Use of Force
1-JBC-3B-01	Fire Safety
1-JBC-3B-02	Fire Safety
1-JBC-3B-03	Flammable, Toxic, and Caustic Materials
1-JBC-3B-04	Flammable, Toxic, and Caustic Materials
1-JBC-3B-05	Flammable, Toxic, and Caustic Materials
1-JBC-3B-10	Emergency Plans
1-JBC-3B-12	Emergency Plans
1-JBC-3B-13	Emergency Plans
1-JBC-3B-14	Threats to Security
1-JBC-4A-03	Dietary Allowances
1-JBC-4A-05	Special Diets
1-JBC-4A-08	Health and Safety Regulations
1-JBC-4A-13	Meal Service
1-JBC-4B-02	Sanitation and Inspections
1-JBC-4B-03	Water Supply
1-JBC-4B-04	Waste Disposal
1-JBC-4B-05	Housekeeping
1-JBC-4C-01	Responsible Health Authority
1-JBC-4C-02	Responsible Health Authority
1-JBC-4C-11	Qualifications
1-JBC-4C-12	Administration of Treatment
1-JBC-4C-18	Pharmaceuticals
1-JBC-4C-21	Health Screenings and Examinations
1-JBC-4C-22	Health Screenings and Examinations
1-JBC-4C-24	Health Screenings and Examinations
1-JBC-4C-27	Emergency Care
1-JBC-4C-28	First Aid
1-JBC-4C-29	First Aid
1-JBC-4C-35	Suicide Prevention and Intervention
1-JBC-4C-40	Juvenile Participation in Research

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Part One Administration and Management

Section A General Administration

Goal: To have a written body of policy and procedure that establishes the boot camp program's goals, objectives, standard operating procedures, and a system of regular review

- Objectives:**
- to create a mission statement
 - to institute policy and procedure
 - to establish a line of authority and organizational structure

Purpose and Mission

1-JBC-1A-01 **The public or private agency operating a boot camp program is a legal entity or part of a legal entity.**

Comment:

To ensure that the agency has legal authority, it should have statutory, executive, or administrative authority to operate the boot camp program. If the agency is a private organization, corporation, or partnership, its articles of incorporation or partnership agreement should be filed with and approved by the appropriate government or agencies in the jurisdiction in which it is located.

1-JBC-1A-02 **Written policy, procedure, and practice provide that the program meets applicable licensing requirements of the jurisdiction in which it is located.**

Comment:

None.

1-JBC-1A-03 **There is a written statement that describes the mission, philosophy, goals, and purposes of the boot camp program. This statement is reviewed at least annually and updated, if necessary.**

Comment:

Although statutes specify the legislative authorization and the general mission assigned, there is a need for in-depth exposition. The written statement should specify the program's philosophy, goals, and purposes as they relate to the basic concepts of major public policy issues in juvenile corrections.

- 1-JBC-1A-04** **Written policy, procedure, and practice provide that the boot camp and its programs are managed by a single administrative officer to whom all employees or units of management are responsible.**

Comment:

Each boot camp program should be headed by a single administrative officer, appointed by and responsible only to its governing authority. The chain of command should extend directly from the boot camp program administrator to the agency administrator. There should be no employees or units of management within the program that are not directly responsible to the administrative officer, including employees of other public and private agencies who provide services to juveniles.

Policy and Goal Formulation

- 1-JBC-1A-05** **Written policy, procedure, and practice provide that the boot camp program administrator formulates and reviews goals for the program at least annually and translates them into measurable objectives.**

Comment:

Goals improve decision making, especially in an atmosphere of change. Measurable objectives facilitate the process of reviewing, monitoring, and evaluating programs.

- 1-JBC-1A-06** **Written policy, procedure, and practice demonstrate that employees participate in the formulation of policies, procedures, and programs.**

Comment:

Employee participation can be achieved through staff meetings, suggestion programs, employee councils, and similar formats.

Qualifications

- 1-JBC-1A-07** **The qualifications, authority, and responsibilities of the boot camp program administrator and other appointed personnel who are not covered by a merit system, civil service regulations, or union contracts are specified in writing by statute or by the parent agency.**

Comment:

Explicit position descriptions for institutional appointments ensure that personnel meet minimum standards and reduce opportunities for political interference in appointments.

- 1-JBC-1A-08** **The qualifications for the position of boot camp program administrator include, at a minimum, the following: a bachelor's degree in an appropriate discipline, two years of related administrative experience, and demonstrated administrative ability and leadership. The degree requirement may 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.**

Comment:

Establishing high qualifications for the position of boot camp program administrator ensures that only qualified individuals are recruited and hired. It is the agency's responsibility to see that potential administrators receive the required education.

- 1-JBC-1A-09** **Written policy, procedure, and practice provide that the term of office of the boot camp program administrator and appointed personnel not covered by merit systems, civil service regulations, or union contracts is continuous and can be terminated by the appointing authority only for good cause and, if requested, following a formal hearing on specific charges.**

Comment:

Tenure for administrative and management personnel promotes high operating standards. The appointing authority should indicate that tenure for such personnel is continuous within the system and that removal from office follows a prescribed and fair process.

Table of Organization

- 1-JBC-1A-10** **There is a written document describing the boot camp program's organization. The description includes an organizational chart that groups similar functions, services, and activities in administrative subunits. The document is reviewed annually and updated as needed.**

Comment:

A current organizational chart is necessary for providing a clear administrative picture. The chart should reflect the grouping of functions, the effective span of control, lines of authority, and orderly channels of communication.

Role of Outside Agencies

- 1-JBC-1A-11** **The role and functions of employees of public or private agencies providing a service to the boot camp program are covered by written policy and procedure that specify their relation to the authority and responsibility of the program administrator. These policies and procedures are reviewed at least annually and updated as needed.**

Comment:

The duties and responsibilities of personnel employed by other public or private agencies should be specified and described in a contract or other type of agreement.

Policy and Procedure Manuals

- 1-JBC-1A-12** **The boot camp program has a policy and procedure manual that is reviewed and updated, if necessary, approved at least annually by the governing authority or boot camp program administrator, and made available to all staff and volunteers.**

Comment:

A governmental agency has an obligation to make public its philosophy, goals, and objectives. A program should be conducted to familiarize employees with this manual.

- 1-JBC-1A-13** **Each department and major administrative unit in the boot camp program maintains and makes available to employees a manual of standard operating procedures that specifies how policies are to be implemented. These procedures are reviewed at least annually and are updated, as needed.**

Comment:

Detailed manuals of standard operating procedures assist employees in successfully carrying out their assignments and help ensure overall conformance to boot camp program policy and procedure. All employees should be thoroughly familiar with the sections concerning their particular assignments.

- 1-JBC-1A-14** **Written policy, procedure, and practice provide that new or revised policies and procedures are disseminated to designated staff and volunteers and, when appropriate, to juveniles prior to implementation.**

Comment:

To increase the effectiveness of the program's communication system, efforts should be made to quickly disseminate all policies and procedures. Staff and juveniles should be able to review designated written policies and procedures soon after they have been promulgated.

Channels of Communication

- 1-JBC-1A-15** **Written policy, procedure, and practice provide for regular meetings between the boot camp program administrator and all department heads and between department heads and their key staff members. Such meetings are to be conducted at least monthly.**

Comment:

Regular channels of communication are necessary for delegating authority, assigning responsibility, supervising work, and coordinating efforts.

- 1-JBC-1A-16** **Written policy, procedure, and practice provide that the boot camp program administrator attends meetings of the governing authority at least annually to facilitate communication, establish policy, and ensure conformity to legal and fiscal requirements.**

Comment:

Annual meetings are an excellent technique to ensure that principal staff members are following the policies of the governing authority. They also provide the governing authority with an opportunity to review and evaluate the operation.

- 1-JBC-1A-17** **Written policy, procedure, and practice provide that there exists a community advisory committee, representative of the community, that serves as a link between the boot camp program and the community.**

Comment:

To ensure there is a relationship between the program and the community it serves, there should be a group of citizens who are appointed by statute or administrative regulation with demonstrated interest in and knowledge of the problems of juveniles. This group may provide advice to the administration on matters relating to policy and problems in boot camp program operations.

Monitoring and Assessment

- 1-JBC-1A-18** **Written policy, procedure, and practice provide for a system to monitor space requirements, operations, and programs through inspections and reviews. This monitoring includes measuring progress toward achieving previously identified goals and objectives and is conducted by the boot camp program administrator or designated staff at least annually.**

Comment:

Timely and periodic assessment can reveal how well a boot camp program's operations and programs comply with policy and procedure. This internal administrative audit should be separate from any external or continuous inspection conducted by other agencies.

1-JBC-1A-19 Written policy, procedure, and practice demonstrate that the boot camp program administrator submits a written report of the program's activities at least quarterly to the parent agency. These reports include major developments in each department or administrative unit, major incidents, population data, assessment of staff and juvenile morale, and major problems and plans for solving them.

Comment:

Regular reports by individual facilities enable the parent agency to be informed about programs, activities, and problems throughout the system.

Public/Media Information

1-JBC-1A-20 Written policy, procedure, and practice provide for a public information program that encourages contacts with the public and media.

Comment:

A continuing public information program helps communicate the boot camp program's goals and objectives and fosters community involvement and support.

1-JBC-1A-21 Written policy, procedure, and practice provide that requests from federal, state, and local legislators, executives, and other components of juvenile justice for information about operations or specific juveniles are responded to promptly by designated staff and with due regard for privacy protection statutes.

Comment:

Full and prompt cooperation with requests from legislative and executive offices is necessary if the program is to maintain its integrity and credibility with other elements of government.

1-JBC-1A-22 Written policy, procedure, and practice grant representatives of the media access to the boot camp program consistent with preserving juveniles' rights to privacy and maintaining order and security.

Comment:

None.

1-JBC-1A-23 Written policy, procedure, and practice establish the program's commitment to informing the public and the media of events within the program's areas of responsibility. The procedures address emergency and nonemergency responses to the media and, at a minimum, include:

- identification of areas in the boot camp program that are accessible to media representatives
- the contact person for routine requests for information
- identification of data and information protected by federal or state privacy laws, or federal and state freedom of information laws
- special events coverage
- a news release policy
- designation of individuals or positions within the boot camp program authorized to speak with the media on behalf of the program

Comment:

The complexity of the policy statement should be consistent with the size and complexity of the operation.

Legal Counsel

1-JBC-1A-24 **Written policy, procedure, and practice specify the circumstances and methods for the boot camp program administrator and other staff to obtain legal assistance as needed in the performance of their duties.**

Comment:

Qualified legal assistance is necessary to ensure that policies and procedures are consistent with relevant court decisions. Legal counsel can also advise on meeting statutory and court requirements, institutional operations, individual cases, and can provide representation before courts and other bodies. Counsel should be available promptly and continuously.

Political Practices

1-JBC-1A-25 **There is a written policy regarding campaigning, lobbying, and political practices. This policy conforms to governmental statutes and regulations and is known and available to all employees.**

Comment:

None.

Conflict of Interest

1-JBC-1A-26 **Written policy, procedure, and practice prohibit conflict of interest. This policy specifically states that no employee connected with the boot camp program can use his or her official position to secure privileges or advantages.**

Comment:

To protect the integrity of the program, a written policy should exist which guards against any possible conflict of interest between any sector of the community and either the boot camp program, its governing authority, funding source, staff, volunteers, or board members.

Private Agencies Only

1-JBC-1A-27 **At a minimum, the bylaws for the governing authority of the agency include:**

- membership (types, qualifications, community representation, rights, duties)
- size of the governing body
- method of selection
- terms of office
- duties and responsibilities of officers
- number of times authority will meet
- committees
- parliamentary procedures
- recording of minutes
- method of amending the bylaws
- conflict of interest provisions

Comment:

None.

Section B Fiscal Management

Goal: To have a written body of policy and procedure that establishes the boot camp program's fiscal planning, budgeting, and accounting procedures and establishes a system of regular review

- Objectives:**
- to organize a budget preparation and fiscal control mechanism
 - to institute acceptable accounting practice and inventory management
 - to ensure adequate boot camp program insurance coverage

Fiscal Control

1-JBC-1B-01 Written policy, procedure, and practice provide that the boot camp program administrator is responsible for fiscal management and control.

Comment:

The boot camp program administrator should have authority over all boot camp program fiscal matters. Agency and boot camp program fiscal personnel should maintain close coordination.

1-JBC-1B-02 The fiscal officer has appropriate professional qualifications, including, at a minimum, the following: 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 may 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.

Comment:

None.

1-JBC-1B-03 Written policy, procedure, and practice cover, at a minimum, the following fiscal areas: internal controls, petty cash, bonding for all appropriate staff, signature control on checks, and the issuance or use of vouchers.

Comment:

None.

Budget Preparation

1-JBC-1B-04 Written policy, procedure, and practice provide that the boot camp program operates under an annual budget of anticipated revenues and expenditures that is approved by its governing authority.

Comment:

Since this budget will be the basis for fiscal operations in the upcoming fiscal year, it is important that prior to the beginning of the fiscal year of the program, a budget of anticipated revenues and expenditures be presented to and approved by the governing authority.

1-JBC-1B-05 **The boot camp program administrator participates in budget deliberations conducted by the parent agency of the next higher level of government. This participation includes requests for funds for: maintaining the boot camp program's daily operations; financing capital projects; and supporting long-range objectives, program development, and additional staff requirements.**

Comment:

None.

1-JBC-1B-06 **Written policy, procedure, and practice provide for budget revisions.**

Comment:

Because it is a guideline for anticipated revenues, a budget may be revised periodically. Significant revisions should be approved by the parent agency and any other appropriate government agency.

Accounting Procedures

1-JBC-1B-07 **Written policy, procedure, and practice demonstrate that the procedures for the collection, safeguarding, and disbursing of monies comply with the accounting procedures established by the governing jurisdiction. These procedures are reviewed annually and updated as needed.**

Comment:

The boot camp program's fiscal policies and procedures should be patterned after those of the governing authority and should be compatible with the state or county central accounting system. These include policies and procedures for: fiscal recordkeeping, reports, reviews, audits, disbursements, position allocations, payroll, case transactions, commissary/canteen operations, and juveniles' personal funds, if any.

1-JBC-1B-08 **Written policy, procedure, and practice provide that the accounting system is designed to show the current status of income and expenditures.**

Comment:

Current information is needed to meet objectives, prevent budget discrepancies, respond to emerging needs, and ensure that the flow of funds proceeds as planned.

Cash Management

1-JBC-1B-09 **Written policy, procedure, and practice provide that all monies collected at the boot camp program are placed in an officially designated and secure location daily.**

Comment:

None.

Internal Monitoring

1-JBC-1B-10 **Written policy, procedure, and practice provide for ongoing monitoring of the boot camp program's fiscal activities. The results are reported in writing at least quarterly and are forwarded to the parent agency.**

Comment:

Internal monitoring allows a boot camp program to determine whether internal control procedures are being followed and to strengthen them where needed.

Independent Audit

- 1-JBC-1B-11** **Written policy, procedure, and practice provide for an independent fiscal audit of the boot camp program. This audit is conducted annually or as stipulated by statute or regulation, but at least every three years.**

Comment:

An independent auditing firm or the appropriate governmental auditing team should conduct the audit.

Purchasing/Inventory

- 1-JBC-1B-12** **Written policy, procedure, and practice govern the requisition and purchase of supplies and equipment, including at a minimum the purchasing procedures and criteria for the selection of bidders and vendors.**

Comment:

All supplies and equipment for the boot camp program should be procured on a competitive bid basis, preferably through a central purchasing agency. Provision should be made for warehousing when economically desirable.

- 1-JBC-1B-13** **Written policy, procedure, and practice govern inventory control of property, supplies, and other assets. Inventories are conducted at time periods stipulated by applicable statutes, but at least every two years.**

Comment:

Current and complete inventory records should be maintained for all property and equipment. Property records should include the following information: purchase date and price, source of funds, current value (if applicable), unit and location to which assigned, and name of person charged with custody.

Position Control

- 1-JBC-1B-14** **Written policy, procedure, and practice regulate position control regarding position allocation, budget authorization, personnel records, and payroll.**

Comment:

Information on the number and type of positions filled and vacant should be available at all times. The fiscal office should verify that all payroll positions are authorized in the budget, that all persons on the payroll are legally employed, that attendance records support the payroll, and that needed funds are available. The payroll should be based on timekeeping records.

Boot Camp Program Insurance

- 1-JBC-1B-15** **Written policy, procedure, and practice provide for program insurance coverage, including, at a minimum, the following: worker's compensation, civil liability for employees, liability for agency vehicles, and an employee blanket bond.**

Comment:

Coverage can be provided by private companies, a self-insurer's program, or state indemnification.

Canteen

1-JBC-1B-16 **Where a canteen is available, juveniles can purchase approved items that are not furnished by the boot camp program. The canteen's fiscal operations are controlled using standard accounting procedures.**

Comment:

To minimize differences in individual spending power, restrictions should be placed on purchase amounts. Means of purchase other than cash should be considered.

Juvenile Funds

1-JBC-1B-17 **Written policy, procedure, and practice govern the operation of any fund established for juveniles.**

Comment:

When money is available from donations, commissary/canteen profits, or other sources, a fund should be established for the benefit of juveniles. The responsibility for administering such a fund should be fixed, and specific guidelines and controls should be established for collecting, safeguarding, and spending these monies.

1-JBC-1B-18 **Juveniles' personal funds held by the boot camp program are controlled by accepted accounting procedures.**

Comment:

The responsibility for the control and accounting of juveniles' personal funds usually is delegated to the boot camp program's business manager. Juveniles should receive receipts for all financial transactions.

1-JBC-1B-19 **Written policy, procedure, and practice provide that, when allowed, any financial transactions permitted between juveniles, juveniles and staff, or juveniles and volunteers be approved by designated staff.**

Comment:

Financial transactions between juveniles and staff should be regulated.

Section C Personnel

Goal: To have a written body of policy and procedure that provides the basis for human resource management

- Objectives:**
- to develop and implement a personnel policy manual
 - to ensure compliance with AA, EEO, ADA and other relevant laws and regulations
 - to define job expectations and terms of employment

Personnel Policy Manual

1-JBC-1C-01 Written policy, procedure, and practice provide that a personnel policy manual is available for employee reference and covers, at a minimum, the following areas:

- organization chart (table of organization)
- recruitment and promotion, including equal employment opportunity provisions
- job descriptions and qualifications, including salary determinations and physical fitness policy
- benefits, holidays, leave, and work hours
- personnel records and employee evaluation
- staff development, including in-service training
- retirement, resignation, and termination
- employee-management relations, including disciplinary procedures and grievance and appeals procedures
- statutes relating to political activities
- insurance/professional liability requirements

Comment:

Written personnel regulations help ensure equitable and consistent treatment of all employees. Every employee should have the opportunity to review the personnel manual at the time of employment and thereafter, and employees should be encouraged to ask questions about personnel policies.

1-JBC-1C-02 Written policy, procedure, and practice provide that each employee signs a statement acknowledging access to the personnel policies and regulations and the employee's responsibility for being aware of the contents.

Comment:

Each boot camp program employee should receive a copy of the personnel policies and regulations of the program/agency at the time of employment or have access to all such policies and regulations including new policies as they are instituted. Signing a statement acknowledging receipt of and responsibility for the policies and regulations should follow an orientation session at which personnel staff explain, review, and answer all questions pertaining to employee responsibilities.

1-JBC-1C-03 **The boot camp program administrator reviews the program's internal personnel policies annually and submits to the parent agency any recommended changes.**

Comment:
None.

Staffing Requirements

1-JBC-1C-04 **The staffing requirements for all categories of personnel are determined to ensure that juveniles in boot camp programs have access to staff, programs, and services.**

Comment:
Staffing requirements should be determined on more than juvenile population figures and should include review of staffing needs for health care, academic, vocational, library, recreation, and religious programs and services. Workload ratios should reflect such factors as goals, legal requirements, character and needs of juveniles supervised, and other duties required of staff. Workloads should be sufficiently low to provide juveniles with access to staff and effective services.

1-JBC-1C-05 **The boot camp program administrator can document that the overall vacancy rate among staff positions authorized to work directly with juveniles does not exceed 10 percent for any 18-month period.**

Comment:
The boot camp program administrator should ensure that a pool or register of eligible candidates is available to fill or keep to a minimum any vacancies among staff who work directly with juveniles (careworkers, counselors, teachers, chaplains, librarians, and others). Position vacancies that are frozen by legislative or fiscal controls should not be considered in the 10 percent vacancy rate specified in the standard. When unusual conditions cause an excessive number of vacancies, the boot camp program administrator should notify the central agency in writing about the disparity between positions authorized and filled, documenting the reasons and alerting the agency to the potential problem.

Equal Employment Opportunity

1-JBC-1C-06 **Written policy, procedure, and practice specify that equal employment opportunities exist for all positions.**

Comment:
Equal employment opportunity is a public policy goal. All qualified persons should be able to compete equally for entry into and promotion from within the boot camp program. The affirmative action program should actively encourage the participation of members of minority groups, persons with disabilities, and women. The affirmative action program should include corrective actions, when needed, in policies on the following: pay rate, demotion, transfer, layoff, termination, and promotions.

Sexual Harassment**1-JBC-1C-07** **Written policy, procedure, and practice prohibit sexual harassment.***Comment:*

Program administrators should have as their objective the creation of a workplace that is free from all forms of harassment, including sexual harassment. Program policy clearly indicates that sexual harassment, either explicit or implicit, is strictly prohibited. Employees, juveniles, and agents of the boot camp program, including volunteers, contractors, and vendors, must be advised that they are subject to disciplinary action, including dismissal, termination of contracts and/or services, if found guilty of sexual harassment charges brought by employees or juveniles.

Selection and Promotion**1-JBC-1C-08** **Written policy, procedure, and practice provide that all personnel covered by merit systems, civil service regulations, or union contracts are selected, retained, and promoted on the basis of merit and specified qualifications. New employees receive credit for their prior training.***Comment:*

All hiring policies and employment qualifications should be examined with the assistance of equal employment specialists from outside the boot camp program to ensure that the personnel system is open and fair with no artificial barriers to employment. Qualifications should be demonstrably related to the skills needed to perform the work.

1-JBC-1C-09 **Written policy outlines experience and education substitutes for all position qualifications.***Comment:*

When a person is highly qualified by reason of experience but does not possess the academic training required by the job description, a substitution of experience should be permitted; however, the experience must be directly related to the position sought. Similarly, education may be substituted for experience.

Staff Eligibility**1-JBC-1C-10** **Written policy, procedure, and practice provide that all staff who have direct contact with juveniles be evaluated to ensure that they are capable of performing their assigned duties.***Comment:*

The physical and mental stress associated with work in a boot camp can be very intense. Interviews and tests in accordance with applicable legislation should ensure that employees are not assigned to duties beyond their capabilities.

Job Descriptions**1-JBC-1C-11** **Written policy, procedure, and practice provide that there are written job descriptions and job qualifications for all positions. Each job description includes, at a minimum: job title, responsibilities of the position, required minimum experience, and education.***Comment:*

The job description can be a useful tool in evaluating employee performance. It also can provide the employee with clarification of the duties and responsibilities of the position.

Criminal Record Check

1-JBC-1C-12 **A criminal record check is conducted on all new employees and volunteers in accordance with state and federal statutes.**

Comment:

The program administrators should know of any criminal conviction that could directly affect an employee's job performance in a boot camp setting.

Physical Examination

1-JBC-1C-13 **Written policy, procedure, and practice provide that employees who have direct contact with juveniles receive a physical examination prior to job assignment. Employees receive reexaminations according to a defined need or schedule.**

Comment:

Staff whose responsibilities include security and control or regular direct contact with juveniles must have physical examinations to protect their health and ensure that they can carry out their assignments effectively. The basic health status of all employees should be evaluated against the specific requirements of their assignments. Physical examination and screening procedures may be established by the appropriate medical authority in accordance with applicable laws and regulations.

Drug-free Workplace

1-JBC-1C-14 **Written policy, procedure, and practice specify support for a drug-free workplace for all employees. This policy, which is reviewed at least annually, includes, at a minimum, the following:**

- prohibition of the use of illegal drugs
- prohibition of possession of any illegal drug except in the performance of official duties
- the procedure to be used to ensure compliance
- the opportunities available for treatment and/or counseling for drug abuse
- the penalties for violation of the policy

Comment:

None.

Performance Reviews

1-JBC-1C-15 **Written policy, procedure, and practice provide for a written, annual performance review of all employees; the review is based on defined criteria, reviewed and discussed with the employee, and signed by both the employee and evaluator.**

Comment:

Performance standards provide a basis for consistent and unbiased evaluation reports of an employee's work. A written evaluation should be completed at least annually.

Compensation and Benefits

1-JBC-1C-16 **Written policy, procedure, and practice provide that compensation and benefit levels for all personnel are comparable to similar occupational groups in the area in which work is being performed.**

Comment:

Competitive salaries and benefits are necessary for the recruitment and retention of a high quality staff.

Personnel Records

1-JBC-1C-17 **Written policy, procedure, and practice provide that the boot camp program maintains a confidential personnel record on each employee.**

Comment:

The personnel record should contain the following: initial application; reference letters; results of employment investigation; verification of training and experience; wage and salary information; medical evaluation; job performance evaluations; incident reports, if any; and commendations and disciplinary actions, if any.

1-JBC-1C-18 **Written policy, procedure, and practice provide that employees may challenge the information in their personnel file and have it corrected or removed if it is proved inaccurate.**

Comment:

Employees should be allowed to review their personnel files to see that they are current and to check for omissions or inaccuracies. Procedures should specify the means for correcting discrepancies.

Code of Ethics

1-JBC-1C-19 **A written code of ethics prohibits employees from using their official positions to secure privileges for themselves or others and from engaging in activities that constitute a conflict of interest. This code is available to all employees.**

Comment:

To protect the integrity of the boot camp program, its staff, and the parent agency, all personnel must be thoroughly familiar with the code of ethics, and the code must be strictly enforced.

Confidentiality of Information

1-JBC-1C-20 **Written policy, procedure, and practice provide that employees, consultants, and contract personnel who work with juveniles are informed in writing about the boot camp program's policies on confidentiality of information and agree in writing to abide by them.**

Comment:

The written policies should specify what types of information are confidential between worker and juvenile, what types should be shared with other program personnel, and what types can be communicated to persons outside the boot camp program.

Employee Assistance Program

1-JBC-1C-21 **Written policy, procedure, and practice provide for an employee assistance program that is approved by the parent agency.**

Comment:

An employee assistance program provides counseling and/or referral to any employee with a personal problem that is affecting, or has the potential to affect, the individual's work performance. The program assists the employee in identifying the problem and locating sources of treatment or rehabilitative help.

Employee/Management Relations

1-JBC-1C-22 **Written policy, procedure, and practice provide for effective employee/management relations.**

Comment:

The agency can operate more effectively with specific procedures for the recognition and resolution of legitimate employee concerns. This system may include, but not be limited to, steps for resolving grievances and adverse actions, an appeals procedure, scheduled meetings between employee groups and the agency, and written records of meetings between employee groups and the agency.

Section D Training and Staff Development

Goal: To have a written body of policy and procedure that establishes the boot camp's training and staff development programs, including training requirements for all categories of personnel

Note: For the purpose of the following standards, training should be defined as an organized, planned, and evaluated activity designed to achieve specific learning objectives through classroom training or closely supervised on-the-job training.

- Objectives:**
- to establish a comprehensive training program
 - to ensure the program has a competent and professional staff

Program Coordination and Supervision

1-JBC-1D-01 **Written policy, procedure, and practice provide that the boot camp program's staff development and training program is planned, coordinated, and supervised by a qualified supervisory employee. The training plan is reviewed annually.**

Comment:

The training plan should include pre-service, in-service, and specialized training curricula with specific timelines for completing each training unit. The plan should consider the boot camp program's mission, physical characteristics, and the specific juvenile population.

1-JBC-1D-02 **The qualified individual coordinating the staff development and training program has specialized training for that position.**

Comment:

None.

Training Plan

1-JBC-1D-03 **The boot camp program's training plan is developed by a committee composed of the program's training coordinator and representatives from other program departments. The committee meets at least quarterly to review progress and resolve problems, and a written record of these meetings is forwarded to the boot camp program administrator.**

Comment:

None.

Training Evaluation

1-JBC-1D-04 **The boot camp program's training plan provides for ongoing formal evaluation of all pre-service, in-service, and specialized training programs. A written report is prepared annually.**

Comment:

Ongoing evaluation should include appraisals from trainees, supervisors, and juveniles.

Training Resources

1-JBC-1D-05 **Library and reference services are available to support the training and staff development program.**

Comment:

Reference materials should be readily accessible to employees. Materials not usually available at the boot camp site may be acquired through other sources.

Space and Equipment

1-JBC-1D-06 **The necessary space and equipment for the training and staff development program are available.**

Comment:

Facilities for classroom instruction should be easily accessible, free from distracting noise or juvenile observation, and large enough to accommodate 20 to 30 students. Separate spaces should be provided for specialized training (e.g., chemical agents, physical training).

Orientation

1-JBC-1D-07 **Written policy, procedure, and practice provide that initial orientation is provided for all employees during their first week of employment at the boot camp program. Orientation training includes, at a minimum, the following:**

- program philosophy and goals
- use of discipline regulations
- legal responsibilities of staff
- juvenile legal rights and responsibilities
- juvenile rules and sanctions
- chain of command
- suicide prevention
- emergency procedures
- security procedures
- first aid
- report writing
- supervision of juveniles

Each employee signs and dates a statement that orientation has been received.

Comment:

All correctional workers must possess basic information prior to entry on duty.

Administrative and Managerial Staff

1-JBC-1D-08 Written policy, procedure, and practice provide that all administrative and managerial staff receive 40 hours of training in addition to orientation during their first year of employment and 40 hours of training each year thereafter. At a minimum, this training covers the following areas:

- general management
- labor law
- employee-management relations
- the juvenile justice system
- relationships with other service agencies

Comment:

None.

Professional Specialists and Juvenile Careworkers

1-JBC-1D-09 Written policy, procedure, and practice provide that all newly hired professional specialists and juvenile careworkers receive 120 hours of training in addition to orientation during their first year of employment and 40 hours of training each subsequent year. At a minimum, this training covers the following areas:

- security procedures
- supervision of juveniles
- signs of suicide risks and suicide precautions
- use of discipline in boot camps
- use-of-force regulations and restraint techniques
- report writing
- juvenile rules and regulations
- program rules and regulations
- rights and responsibilities of juveniles
- fire and emergency procedures
- safety procedures
- firearms training
- key control
- interpersonal relations
- social/cultural lifestyles of the juvenile population
- cultural diversity training
- communication skills
- first aid/cardiopulmonary resuscitation (CPR)
- counseling techniques
- crisis intervention
- sexual harassment
- legal issues
- specialized training, such as physical fitness, drill and ceremonies, various program components, aftercare issues, etc.

Comment:

Since the duties of professional specialists may involve marching and drill ceremonies, their training should incorporate these activities. Ongoing training during subsequent years of employment enables employees to sharpen skills and keep abreast of changes in operational procedures. (See related standard on initial orientation.)

Support Staff

1-JBC-1D-10 **Written policy, procedure, and practice provide that all support employees who have regular or daily contact with juveniles receive 40 hours of training in addition to orientation training during their first year of employment and 40 hours of training each year thereafter. At a minimum, this training covers the following areas:**

- security procedures
- supervision of juveniles
- signs of suicide risks and suicide precautions
- use of discipline
- use-of-force regulations and restraint techniques
- report writing
- juvenile rules and regulations
- boot camp program rules and regulations
- rights and responsibilities of juveniles
- fire and emergency procedures
- safety procedures
- firearms training
- key control
- interpersonal relations
- social/cultural lifestyles of the juvenile population
- cultural diversity training
- communication skills
- first aid/cardiopulmonary resuscitation (CPR)
- counseling techniques
- crisis intervention
- sexual harassment
- legal issues
- specialized training, such as physical fitness, drill and ceremonies, various program components, aftercare issues, etc.

Comment:

Food service employees, industrial supervisors, and other support personnel whose work requires day-to-day contact with juveniles should receive basic training in juvenile supervision and security as well as specialized training in their field as it relates to the boot camp program setting. These individuals should be familiar with policies and procedures of the boot camp program, plus the basic rules of juvenile supervision and security. Ongoing training during subsequent years of employment enables employees to sharpen skills and keep abreast of changes in operational procedures.

1-JBC-1D-11 **Written policy, procedure, and practice provide that all clerical/support employees who have minimal or no contact with juveniles receive 16 hours of training in addition to orientation during the first year of employment and 16 hours of training each year thereafter.**

Comment:

Clerical and support personnel should be provided with orientation to the policies, organization, structure, programs, and regulations of the program and parent agency, in addition to orientation relative to their particular job assignments.

Part-time Staff/Volunteers

1-JBC-1D-12 **Written policy, procedure, and practice provide that all part-time staff, volunteers, and contract personnel receive formal orientation appropriate to their assignments and additional training, as needed.**

Comment:

Part-time staff, volunteers, and contract personnel should receive orientation to boot camp program rules, security, and operational procedures.

Emergency Unit

1-JBC-1D-13 **When there is an emergency unit, written policy, procedure and practice provide that all assigned careworkers have at least one year of experience. This includes 160 hours of training, 40 hours of relevant emergency unit training prior to assignment, and at least 16 hours of training specifically related to the emergency unit assignment.**

Comment:

As knowledge of handling emergency situations increases, many agencies are creating emergency teams that are especially trained in dealing with emergencies which can be expected to occur in the program.

Specialized Training - Firearms/Use of Force

1-JBC-1D-14 **Prior to assignment involving the possible use of a firearm, personnel must receive appropriate training. This training covers the use, safety, care, and constraints involved in the use of firearms, and the limitations on the use of force.**

Comment:

A specific curriculum should be established that includes individual and group instruction by competent authorities. Instructions should include training regarding the limited conditions under which the use of force or firearms would be condoned; this training should be comparable to the policy constraints or regulations of that particular jurisdiction.

1-JBC-1D-15 **All personnel authorized to use physical restraints are thoroughly trained in their use.**

Comment:

Restraints, if not properly used, can result in serious injury. A special curriculum should be established that includes both individual and group instruction by competent authorities.

1-JBC-1D-16 **All security personnel are trained in approved methods of self defense and the use of force as a last resort to control disruptive juveniles.**

Comment:

It is sometimes necessary to use physical force to control and/or move juveniles. All security and custodial personnel should be trained in the techniques by which this can be done with minimal harm and discomfort to the juveniles and staff.

Summary of Orientation and Minimum Training Hours

The following description of general job categories should be used in determining minimum training requirements as outlined in the standards. Volunteer, contract, or part-time employees should receive training similar to full-time employees in their particular category and pertinent to their role in working with juveniles.

CATEGORY	TYPICAL POSITION TITLES	BASIC ORIENTATION	TRAINING HOURS - FIRST YEAR ON THE JOB	TRAINING HOURS - EACH YEAR THEREAFTER
CLERICAL/ SUPPORT (Minimum Contact)	Secretaries, clerks, typists, computer/warehouse personnel, accountants, personnel staff	yes	16	16
SUPPORT (Regular or Daily Contact)	Food service, industry work supervisors, maintenance work supervisors	yes	40	40
PROFESSIONAL SPECIALIST	Case managers, counselors, social workers, psychologists, teachers, librarians, medical personnel, chaplains, recreation specialists	yes	120	40
ALL JUVENILE SUPERVISION STAFF	Careworkers	yes	120	40
ADMINISTRATIVE MANAGEMENT PERSONNEL	Superintendents, deputy or assistant superintendents, business managers, personnel directors, shift supervisors	yes	40	40

Training: An organized, planned, and evaluated activity designed to achieve specific learning objectives. Training may occur on-site, at an academy or training center, at an institution of higher learning, through contract service, at professional meetings, or through closely supervised on-the-job training. Meetings of professional associations are considered training when there is clear evidence of specific learning objectives relative to the employee's career track.

Section E Case Records

Goal: To have a written body of policy and procedure that establishes the boot camp program's management of case records, including security, right of access, and release of information

- Objectives:**
- to organize and maintain a case record management system
 - to ensure confidentiality of juvenile records

Case Record Management

1-JBC-1E-01 **Written policy, procedure, and practice govern case record management, including, at a minimum, the following areas: the establishment, use, and content of juvenile records; right to privacy; secure placement and preservation of records; and schedule for retiring or destroying inactive records. The policies and procedures are reviewed annually.**

Comment:

An orderly and timely system for recording, maintaining, and using data about juveniles increases the efficiency and effectiveness of program and service delivery and the transfer of information to the courts and release authorities.

1-JBC-1E-02 **Written policy, procedure, and practice provide that a record is maintained for each juvenile and includes, at a minimum, the following information:**

- name, age, sex, place of birth, and race or nationality
- initial intake information form
- authority to accept juvenile
- referral source
- case history/social history
- medical consent forms
- name, relationship, address, and phone number of parent(s)/ guardian(s) and person(s) juvenile resides with at time of admission
- driver's license number, social security number, and medicaid number, when available
- court orders and disposition
- individual plan or program
- signed release-of-information forms, when required
- progress reports on program involvement
- program rules and disciplinary policy, signed by juvenile
- grievance and disciplinary record, if applicable
- referrals to other agencies and final discharge or transfer report

Comment:

Medical and educational records are components of the master file and may be located in other appropriate areas of the boot camp program. The juvenile's file should contain all legal documents and correspondence relating to the juvenile and all progress and other reports made during the length of stay. All data in the file should be verified, and confidentiality should be maintained.

Transfer of Records

1-JBC-1E-03 **Written policy, procedure, and practice provide that a juvenile's updated case file is transferred within 72 hours of a change from one boot camp program to another program.**

Comment:

Continuity of programming for juveniles transferred from other facilities requires that staff have the benefit of a complete cumulative case record as soon as possible. The same policy and procedure should apply to the transfer of medical files.

Case Assignment

1-JBC-1E-04 **Written policy, procedure, and practice provide for assigning the case management of each juvenile to a staff member who meets with and counsels that juvenile.**

Comment:

To ensure that each juvenile receives adequate as well as continuing services, responsibility for the case management of a juvenile should be assigned to a specific staff member. By this means, the juvenile can be assured access to at least one employee for advice and counsel. Equally important, the staff member becomes familiar with the juvenile's problems.

1-JBC-1E-05 **Written policy, procedure, and practice require that all entries in the case record are signed and dated by the person making the entry.**

Comment:

When electronic systems are utilized, other identification methods may be used.

Reports

1-JBC-1E-06 **A report is prepared at the termination of program participation that reviews the juvenile's performance and aftercare plans.**

Comment:

This report includes an outline of program activities, unusual occurrences, community resources available upon release, and the staff's assessment of the juvenile's outcome in the program.

Release of Information

1-JBC-1E-07 **Written policy, procedure, and practice provide that the boot camp program uses a "release-of-information consent form" that complies with applicable federal and state regulations. A copy of the form is maintained in the juvenile's case record.**

Comment:

None.

Confidentiality

1-JBC-1E-08 **Written policy, procedure, and practice provide that records are safeguarded from unauthorized and improper disclosure. Manual records are marked "confidential." Written policy and procedure provide that when any part of the information system is computerized, security ensures confidentiality.**

Comment:

A juvenile's constitutional right to privacy can be violated if records are improperly disseminated. The institution should establish procedures to limit access to records to persons and public agencies that have both a "need to know" and a "right to know" and can demonstrate that access to such information is necessary for juvenile justice purposes. Written guidelines should regulate juvenile access to records.

Computation of Time Served

1-JBC-1E-09 **Written policy, procedure, and practice provide for the computation and recording of juvenile sentences and scheduled release dates in conformance with applicable statutes and regulations.**

Comment:

A vital element for the incarcerated juvenile is the accurate computation and recording of any good time earned or time forfeited. Case files should provide a continuous and accurate record of the juvenile's time. Proper notification to all appropriate parties should accompany any changes reflected in the record.

Section F Information Systems and Research

Goal: To have a written body of policy and procedure that establishes the boot camp program's information systems and research programs

- Objectives:**
- to create and maintain a data collection, storage, and retrieval system
 - to conduct annual program evaluations
 - to implement a process for research activities

Information System

1-JBC-1F-01 **The boot camp program contributes to, and has access to, an organized system of information storage, retrieval, and review.**

Comment:

Information systems facilitate decision making, research, and timely responses to juvenile program needs and outside inquiries. In large organizations, information systems are often the responsibility of the parent agency. If the parent agency does not provide this function, specific boot camp program personnel should be trained and assigned to the task.

1-JBC-1F-02 **The effectiveness of the information system as it relates to overall boot camp program management is evaluated in writing at least annually.**

Comment:

The program administrator should have the opportunity to comment on and offer recommendations regarding the system's usefulness and achievements.

Research Activities

1-JBC-1F-03 **Written policy, procedure, and practice provide that the boot camp program or parent agency supports, engages, and uses research activities relevant to its programs, services, and operations.**

Comment:

Research can assist in planning and establishing goals and objectives. Controlled studies, evaluations, and policy research can contribute to more efficient and effective boot camp operations, programs, and services, and can help increase public safety.

1-JBC-1F-04 **The boot camp program administrator reviews and approves all research projects prior to implementation to ensure that they conform with the policies of the parent agency.**

Comment:

The research design and requirements that will be made of staff should be fully understood and agreed on before any research project proceeds.

Conduct of Research

- 1-JBC-1F-05** **Written policy, procedure, and practice govern the conduct of research in the boot camp program, including compliance with professional and scientific ethics and with state and federal guidelines for the use and dissemination of research findings.**

Comment:

Researchers working in the boot camp program should be informed of all policies relating to their research, especially those regarding confidentiality of information. Research results should be available to the boot camp program administrator for review and comment before dissemination or publication.

Juvenile Participation in Research

- 1-JBC-1F-06** **Written policy, procedure, and practice govern voluntary participation in nonmedical, nonpharmaceutical, and noncosmetic research programs.**

Comment:

None.

Access to Records

- 1-JBC-1F-07** **Consistent with statutes, written policy, procedure, and practice provide that individuals and agencies may have access to records for the purpose of research, evaluation, and statistical analysis, in accordance with a formal written agreement that authorizes access, specifies use of data, and ensures confidentiality.**

Comment:

Access to records for legitimate research purposes should only be hindered to the extent necessary to protect confidentiality. The agreement should be executed by the parent agency and the person(s) undertaking the research after consultation with the boot camp program involved.

Section G Citizen Involvement and Volunteers

Goal: To have a written body of policy and procedure that establishes the screening, training, and operating procedure for citizen involvement and volunteer programs

- Objectives:**
- to organize a voluntary citizen participation program
 - to establish community involvement
 - to implement a system for the recruitment, selection, training, and supervision of volunteers

Program Coordination

1-JBC-1G-01 **Written policy, procedure, and practice provide for securing citizen involvement and volunteers.**

Comment:

Volunteers can make an important contribution to an agency by providing a number of direct services to juveniles, as well as by serving as a link between the agency and the community. The written policy and procedure should explain the major functions and methods of operation of volunteer services. Staff responsibility for maintaining citizen involvement in the agency should be clearly designated.

1-JBC-1G-02 **There is a staff member responsible for operating a citizen involvement and volunteer service program for the benefit of juveniles.**

Comment:

A citizen involvement and volunteer service program can generate a wide variety of services for juveniles during confinement and after release; for example, such a program can provide information on and referrals to work- and study-release programs and recreational and cultural activities in the community. The staff member responsible for the program may be full time or part time, and the position may be filled by volunteer or contract personnel. The responsible person should have or receive appropriate training. Some jurisdictions mandate a citizen advisory board for each boot camp program.

1-JBC-1G-03 **The supervisor of volunteer services maintains records and reports pertinent to services rendered by volunteers.**

Comment:

Records and reports of volunteer services should contain data which could be used to assess the effectiveness of the volunteer program.

Screening and Selection

1-JBC-1G-04 **The screening and selection of volunteers allows for recruitment from all cultural and socioeconomic parts of the community.**

Comment:

Efforts should be made to recruit volunteers from all segments of society. Volunteers should be selected on the basis of a uniform screening process that is consistent with security concerns.

1-JBC-1G-05 **Written policy, procedure, and practice provide that the program director can curtail, postpone, or terminate the services of a volunteer or volunteer organization.**

Comment:

The administrator should balance the benefits of volunteer participation with the potential risks. When volunteer activity threatens the order and security of the program or the safety of the volunteer, such activity should be limited or discontinued until the problem is resolved.

Registration

1-JBC-1G-06 **Written policy, procedure, and practice provide for an official registration and identification system for volunteers.**

Comment:

All volunteers should be registered with the boot camp program or parent agency for insurance purposes, and each volunteer should be issued an identification card. The boot camp program should maintain an identification record for each volunteer that includes a photograph, address, current telephone number, and other relevant information.

1-JBC-1G-07 **Volunteers agree in writing to abide by boot camp program policies, particularly those relating to the security and confidentiality of information.**

Comment:

Confidentiality of records and other privileged information is critical to boot camp program security. The boot camp program should develop written policies and procedures specifying that volunteers respect all boot camp program policies.

Offer of Professional Services

1-JBC-1G-08 **Written policy specifies that volunteers may perform professional services only when they are certified or licensed to do so.**

Comment:

Volunteers who wish to offer professional services should be asked to cite their credentials and/or certificate status in their initial application. Tutoring or sponsorship of a craft or hobby program is not considered a professional service.

Participation in Policy Making

1-JBC-1G-09 **There is provision for volunteers to contribute suggestions regarding the establishment of policy and procedure for the volunteer service program.**

Comment:

None.

Part Two Physical Plant

Unless otherwise noted, each standard applies to existing facilities, renovations, additions, and/or new plant construction. New construction is for final plans approved after July 1, 1994.

Section A Building and Safety Codes

Goal: To comply with appropriate codes to ensure the quality of the boot camp program and the safety of all persons in the facility

Objective: • to comply with applicable building, zoning, and fire codes

Building Codes

1-JBC-2A-01 **Written policy, procedure, and practice provide that the facility conforms to applicable federal, state, and/or local building codes.**

Comment:

Conformance with codes is indicated by licensing or, in cases where a license is not issued, by letter or certificate of compliance. If the agency is not subject to local building codes, appropriate state or national codes must be applied.

1-JBC-2A-02 **Written policy, procedure, and practice provide that the facility conforms to applicable zoning ordinances or, through legal means, is attempting to comply with or change such laws, codes, or zoning ordinances.**

Comment:

Most agencies must comply with zoning ordinances before they are permitted to move into a facility. However, it is recognized that some agencies receive provisional approval based on hearings, appeals, changes in ordinances, and use of a boot camp program. If such is the case, the agency must show that it is making efforts to comply.

Fire Codes

**1-JBC-2A-03
Mandatory**

The facility conforms to applicable federal, state, and/or local fire safety codes. Compliance is documented by the authority having jurisdiction. A fire alarm and automatic detection system are required as approved by the authority having jurisdiction, or there is a plan for addressing these or other deficiencies within a reasonable time period. The authority approves any variances, exceptions, or equivalencies that do not constitute a serious life safety threat to the occupants of the boot camp program.

Comment:

The applicable fire safety code(s) must be comprehensive, ensure basic protection of life, and include the use of fire detection and alarm systems in all habitable areas of the boot camp program. The applicable codes should be applied to all areas of the facility. Reports of periodic inspections and any actions taken in respect to those inspections must be available.

Finishing Materials

1-JBC-2A-04

There is documentation by a qualified source that the interior finishing materials in juvenile living areas, exit areas, and places of public assembly are in accordance with recognized codes.

Comment:

None.

Section B Size, Organization, and Location

Goal: To operate a boot camp program that affords flexibility, creativity, and innovation in meeting concerns for effective programming, safety, and quality of life for staff and juveniles

Objectives - To ensure that the facility:

- is conducive to program activities and services
- fosters an atmosphere promoting quality of life
- enables service delivery and implementation of program goals
- is safe and well maintained

Staff/Juvenile Interaction

1-JBC-2B-01 **Physical plant design facilitates personal contact and interaction between staff and juveniles.**

Comment:

Separation of supervising staff from juveniles reduces interpersonal relationships and staff awareness of conditions in the housing unit. Staff effectiveness is limited if the only staff available are isolated in control centers as observers or technicians in charge of electronic management systems.

1-JBC-2B-02 **Staff offices in living units are located so that staff are readily accessible to juveniles.**

Comment:

Isolation of staff members reduces their effectiveness as professional personnel by discouraging interpersonal relationships.

Facility Size

1-JBC-2B-03 **The boot camp operates with living units of no more than 50 juveniles each.**

Comment:

Small living units are more conducive to staff and juvenile interaction. Having units housing more than 50 persons may reduce the level of supervision and control.

Location

1-JBC-2B-04 **When the boot camp program is part of or attached to another correctional unit, program participants are housed and programmed separately from other juveniles.**

Comment:

None.

1-JBC-2B-05 **The boot camp program location is selected with participation from the community in which it is to be located. (New plant)**

Comment:

The support of citizens from the community should be enlisted. They should be informed of the purpose of boot camps, the nature of the building, the program, and the extent of supervision and control. Once their support has been gained, they can help to interpret the project to others.

1-JBC-2B-06 **The boot camp program is located to facilitate use of community-based services and continued contact between juveniles and family. (New plant)**

Comment:

None.

Rated Capacity

1-JBC-2B-07 **The number of juveniles does not exceed the boot camp program's rated-bed capacity.**

Comment:

Rated-bed capacity is considered to be the original design capacity plus or minus capacity changes resulting from building additions, reductions, or revisions.

Section C Juvenile Housing

Goal: To promote safety and well-being of juveniles and staff

Objectives - To ensure that the facility has:

- sleeping areas that are compatible with the boot camp's mission and program
- adequate and appropriate space for personal hygiene needs
- adequate space for program activities

Juvenile Sleeping Areas

- 1-JBC-2C-01** Each sleeping room has, at a minimum, the following:
- 25-square feet of unencumbered space per occupant
 - access to toilets and a wash basin with hot and cold running water 24 hours a day without staff assistance
 - a bed, mattress, pillow, desk, chair or stool, and hooks or closet space
 - natural light
 - temperatures that are appropriate to the summer and winter comfort zones

Comment:

The bed should be elevated from the floor and have a clean, covered mattress with blankets provided, as needed. "Unencumbered space" is usable space that is not encumbered by furnishings or fixtures. At least one dimension of the unencumbered space is no less than seven feet. In determining unencumbered space in the room, the total square footage is obtained and the square footage of fixtures and equipment is subtracted. All fixtures and equipment must be in operational position. The program must provide the following, at a minimum: one bed per person, plumbing fixtures (if inside the room), desk, locker, and chair or stool.

- 1-JBC-2C-02** Written policy, procedure, and practice provide that single occupancy rooms are available when indicated for the following:
- juveniles with severe medical disabilities
 - juveniles suffering from serious mental illness
 - juveniles who have other special needs for single housing

Comment:

While standards permit the housing of juveniles in multiple rooms, there is a need for single rooms for those in the juvenile groups listed. The caveat "when indicated" refers to conclusions reached by the classification system or medical staff, or is based on other professional opinions.

Dayrooms

1-JBC-2C-03 Dayrooms provide sufficient seating and writing surfaces for every juvenile using the room at one time. Dayroom furnishings are consistent with the security needs of the juveniles assigned.

Comment:

The standard provides managers and designers with the flexibility in designing and furnishing dayrooms and takes into consideration the range of activities that may occur (e.g., television viewing, reading, recreation, conversation, games, and sometimes meals and work).

Toilets

1-JBC-2C-04 Toilets are provided at a minimum ratio of one for every 12 juveniles in male facilities and one for every eight juveniles in female facilities. Urinals may be substituted for up to one-half of the toilets in male facilities. All housing units with three or more juveniles have a minimum of two operable toilets.

Comment:

None.

Wash Basins

1-JBC-2C-05 Juveniles have access to operable wash basins with hot and cold running water in the housing units at a minimum ratio of one basin for every 12 occupants.

Comment:

None.

Showers

1-JBC-2C-06 Juveniles have access to operable showers with temperature-controlled hot and cold running water at a minimum ratio of one shower for every eight juveniles. Water for showers is thermostatically controlled to temperatures ranging from 100 degrees Fahrenheit to 120 degrees Fahrenheit to ensure the safety of juveniles and to promote hygienic practices.

Comment:

Juveniles can use scalding showers as a weapon against, or punishment for, other juveniles. Also, accidental injury could occur when cold water is drawn in other areas, thereby unexpectedly elevating the hot water in showers to scalding temperatures. Water temperatures below 100 degrees Fahrenheit are uncomfortable and may deter an individual from pursuing good hygienic practices. The temperature controls should not preclude the use of water at higher temperatures, if needed, in other areas of the boot camp program, such as kitchens.

Housing for Juveniles with Disabilities

1-JBC-2C-07 **Juveniles with disabilities are housed in a manner that provides for their safety and security. Rooms or housing units used by juveniles with disabilities are designed for their use and provide for integration with the general population. Appropriate programs and activities are accessible to juveniles with disabilities.**

Comment:

None.

Activity Space

1-JBC-2C-08 **If the boot camp program houses male and female juveniles, space is provided for coeducational activities.**

Comment:

There should be a preference for coeducational detention programs. To experience normal growth and development, juveniles require opportunities to socialize with peers of both sexes.

Male/Female Sleeping Areas

1-JBC-2C-09 **Males and females do not occupy the same sleeping room.**

Comment:

Juveniles should be segregated by sex in sleeping rooms, although they may be housed in the same living unit.

Section D Environmental Conditions

Goal: To ensure that environmental conditions foster the overall effectiveness of boot camp program operations, safety, and security

- Objectives:**
- to maintain an appropriate temperature in the facility relative to the climate
 - to provide lighting and air quality in the facility appropriate for activities

Housing Area

- 1-JBC-2D-01** Written policy, procedure, and practice require that all housing areas provide, at a minimum, the following:
- lighting of at least 20 footcandles at desk level and in the personal grooming area
 - natural light
 - other lighting requirements for the boot camp program determined by tasks to be performed
 - access to a drinking fountain
 - heating, ventilation, and acoustical systems to ensure healthful and adequate living and working conditions for juveniles and staff

Comment:

None.

Noise Levels

- 1-JBC-2D-02** Written policy, procedure, and practice provide that noise levels in juvenile housing units do not exceed 70 dBA (A Scale) in daytime and 45 dBA (A Scale) at night.

Comment:

None.

Indoor Air Quality

1-JBC-2D-03 **Circulation is at least 15 cubic feet of outside or recirculated filtered air per minute per occupant of rooms, housing areas, staff stations, and dining areas, as documented by an independent, qualified source.**

Comment:

Mechanical ventilation may provide for recirculation of outside air except where prohibited by codes. The outside air requirements may be reduced to a minimum of 33 percent of the specified ventilated air quality if adequate temperature control is provided in addition to filtering equipment so that maximum concentration of particles entering the space is reduced to acceptable limits. In no case should the indoor air quantity be less than five cubic feet per minute per person.

Heating and Cooling

1-JBC-2D-04 **Temperatures in indoor living and work areas are appropriate to the summer and winter comfort zones.**

Comment:

Temperature and humidity should be capable of being mechanically raised or lowered to an acceptable comfort level.

Section E Program and Service Areas

Goal: To have adequate space for the various program and service functions conducted within the boot camp program

Objective: • to provide adequate space for program services such as counseling, visiting, education, food service, and housekeeping

Indoor Activity Area

1-JBC-2E-01 The total indoor activity area, which includes the gymnasium, multipurpose room(s), library, arts and crafts room(s) and all other leisure areas outside the living unit, provides space equivalent to a minimum of 100 square feet per juvenile.

Comment:

Space requirements for living units, dayroom, dining room, and school classrooms are stated specifically in other standards, as are outdoor space requirements.

Outdoor Activity Area

1-JBC-2E-02 Outdoor and covered/enclosed exercise areas for general population juveniles are provided in sufficient number to ensure that each juvenile is offered at least one hour of access daily. Use of outdoor areas is preferred, but covered/enclosed areas must be available for use in inclement weather. Covered/enclosed exercise areas can be designed for multiple uses as long as the design and furnishings do not interfere with scheduled exercise activities. The minimum space requirements for exercise areas are as follows:

- *outdoor exercise areas*—15 square feet per juvenile for the maximum number of juveniles expected to use the space at one time, but not less than 1,500 square feet of unencumbered space
- *covered/enclosed exercise areas in institutions of 100 or more juveniles*—15 square feet per juvenile for the maximum number of juveniles expected to use the space at one time, with a minimum ceiling height of 18 feet, but not less than 1,000 square feet of unencumbered space
- *covered/enclosed exercise areas in institutions of less than 100 juveniles*—15 square feet per juvenile for the maximum number of juveniles expected to use the space at one time, with a minimum ceiling height of 18 feet, but not less than 500 square feet of unencumbered space

Comment:

Exercise/recreation spaces are not the same as dayrooms, although dayrooms can provide additional opportunities for some exercise and recreation activities. The standard establishes performance requirements for exercise spaces, offering design and operational flexibility. It allows facilities in some climates to cover and/or enclose a yard, while other must provide indoor space; these spaces do not need to be "indoor" but must be fully functional when the outdoor areas cannot be used.

Visiting Space

1-JBC-2E-03 **Written policy, procedure, and practice provide for sufficient space for a visiting room. There is adequately designed space to permit screening and searching of both juveniles and visitors. Space is provided for the proper storage of visitors' coats, handbags, and other personal items not allowed into the visiting area.**

Comment:

None.

Program Areas

1-JBC-2E-04 **School classrooms are designed in conformance with local or state educational requirements.**

Comment:

None.

Food Service

1-JBC-2E-05 **There is at least 15-square feet of floor space for each person using the dining room or dining area; space is provided for group dining, except where security or safety considerations justify otherwise.**

Comment:

In addition to provisions for the maximum number of juveniles that use the dining area, allowances should be made for staff or guests who may use the dining area at the same time.

1-JBC-2E-06 **The food-preparation area includes a space for food preparation based on population size, type of food preparation, and methods of meal service.**

Comment:

None.

1-JBC-2E-07 **There are provisions for adequate storage, loading areas, and garbage facilities.**

Comment:

To ensure efficient food service and adherence to health and safety regulations, it is essential that the kitchen be located near and has required storage space. The amount of space needed for the kitchen is affected by such variables as type of food service, location of dining area, number of persons to be served, complexity of the menu, equipment placement, storage for mobile equipment, and traffic sites.

1-JBC-2E-08 **Toilet and washbasin facilities are available to food service personnel and juveniles in the vicinity of the food preparation area.**

Comment:

None.

Housekeeping

1-JBC-2E-09 Adequate space is provided for janitorial closets accessible to the living and activity areas. The closets are equipped with a sink, cleaning implements, and a system of ventilation.

Comment:
None.

Clothing and Supplies

1-JBC-2E-10 Space is provided in the boot camp program to store and issue clothing, bedding, cleaning supplies, and other items required for daily operations.

Comment:
None.

Personal Property

1-JBC-2E-11 Space is provided for storing the personal property of juveniles safely and securely.

Comment:
None.

Mechanical Equipment

1-JBC-2E-12 Separate and adequate space is provided for mechanical and electrical equipment.

Comment:
None.

Section F Administrative and Staff Areas

Goal: To ensure that all levels of staff have adequate space to carry out their responsibilities safely and effectively

- Objectives:**
- to provide adequate and workable space to carry out their respective responsibilities
 - to ensure that the work space is accessible to persons with disabilities

Administrative Areas

1-JBC-2F-01 Adequate space is provided for administrative, security, professional and clerical staff. This space includes: conference rooms, storage room for records, public lobby, and toilet facilities.

Comment:
None.

Accessibility to Persons with Disabilities

1-JBC-2F-02 All parts of the boot camp program that are accessible to the public are accessible to and usable by staff and visitors with disabilities.

Comment:
None.

Section G Security

Goal: To have a physical plant that supports the orderly and secure functioning of the boot camp program

Objective: • to operate and maintain a secure and safe facility for staff, juveniles, and the public

Control Center

1-JBC-2G-01 **Written policy, procedure, and practice provide space for a 24-hour control center for monitoring and coordinating the boot camp program's security, safety, and communications systems. The control center provides access to a wash basin and toilet.**

Comment:

The control center should contain sufficient space for monitoring and coordinating all internal and external security systems, safety alarms, detection systems, and other mechanical and electrical systems.

Perimeter Security

1-JBC-2G-02 **The boot camp program's perimeter is controlled by appropriate means to provide that juveniles remain within the perimeter and to prevent access by the general public without proper authorization.**

Comment:

The means chosen to ensure perimeter security should reflect the boot camp program's needs based on size and the degree of security required. Perimeter surveillance can be maintained through mechanical surveillance devices (e.g., electronic, pressure, or sound detection systems), mobile patrols, or some combination of these techniques. All areas adjacent to the perimeter should be visible under all conditions.

1-JBC-2G-03 **Pedestrians and vehicles enter and leave at designated points in the perimeter.**

Comment:

None.

Security and Equipment Storage

1-JBC-2G-04 **Security equipment is stored in a secure but readily accessible depository outside of juvenile housing and activity areas.**

Comment:

None.

Part Three

Boot Camp Program Operations

Section A

Security and Control

Goal: To maintain a combination of supervision, inspection, accountability, and policies and procedures to promote safe, secure, and orderly operations

- Objectives:**
- to institute security and control practices
 - to establish alternative plans in the event of work stoppage
 - to initiate inspections and searches to maintain security and control
 - to maintain control and an inventory of all tools, equipment, and keys

Security Manual

1-JBC-3A-01 There is a manual containing all procedures for boot camp program security and control, with detailed instructions for implementing these procedures. This manual is available to all staff and is reviewed at least annually and updated, if necessary.

Comment:

The manual should contain information on physical plant inspection, juvenile counts, chemical agent control, contraband, key control, tool and equipment control, and emergency procedures.

Communication System

1-JBC-3A-02 The boot camp program has a communication system between the control center and juvenile living areas.

Comment:

A mechanical or audio communication system should be used to supplement direct staff supervision activities (e.g., to advise staff of emergency needs), not as a substitute for staff supervision.

Juvenile Careworkers

1-JBC-3A-03 Juvenile careworker positions are located in or immediately adjacent to juvenile living areas to permit workers to hear and respond promptly to emergency situations.

Comment:

The presence of juvenile careworkers within hearing distance of juvenile living quarters can help prevent juvenile misbehavior and avoid disturbances.

1-JBC-3A-04 **There are written operational shift assignments that state the duties and responsibilities for each assigned position in the boot camp program; these shift assignments are reviewed at least annually and updated, if necessary.**

Comment:

A written shift assignment should be prepared for each job at the boot camp and should specify what the job entails and the procedures to be followed to carry out the assignment. This written descriptor provides for continuity in the event of personnel changes. The description should be available to all employees.

1-JBC-3A-05 **Written policy, procedure, and practice provide for personnel to read the appropriate shift assignment each time they assume a new position and to sign and date the assignment.**

Comment:

None.

1-JBC-3A-06 **Written policy, procedure, and practice require that when both males and females are housed in the boot camp program, at least one male and one female staff member are on duty at all times.**

Comment:

None.

Permanent Log

1-JBC-3A-07 **Written policy, procedure, and practice require that correctional staff maintain a permanent log and prepare shift reports that record routine information, emergency situations, and unusual incidents.**

Comment:

Adequate supervision of juveniles requires a formal written reporting system. Each juvenile careworker in each housing unit on each shift should maintain detailed records of pertinent information regarding individual juveniles and groups of juveniles.

Patrols and Inspections

1-JBC-3A-08 **Written policy, procedure, and practice provide that supervisory staff conduct a daily inspection, including holidays and weekends, of all areas occupied by juveniles and submit a daily written report to their supervisor. Unoccupied areas are to be inspected weekly.**

Comment:

Matters requiring further attention (e.g., staff and juveniles' concerns; faulty, unsafe, or unsanitary conditions) should be reported in writing for review and further action.

1-JBC-3A-09 **Written policy, procedure, and practice require that the boot camp program administrator or designee, assistant boot camp program administrator(s), and designated department heads visit the program's living and activity areas at least weekly to encourage informal contact with staff and juveniles and to informally observe living and working conditions.**

Comment:

Arrangements should be made for juveniles to have informal access to key staff. This can be achieved through staff visits to the housing units, work areas, educational and recreational areas, and other areas in the boot camp program where juveniles can be contacted during the day or evening. Policy should specify which department heads are expected to make at least weekly visits and should encourage department heads and supervisory staff to visit these areas as often as practical.

1-JBC-3A-10 **Written policy, procedure, and practice require at least weekly inspections and maintenance of all security devices, and taking corrective action, when necessary.**

Comment:

There should be a scheduled maintenance procedure to ensure that all locks, windows, doors, and other security devices are fully operational. Emergency keys should be checked at least quarterly to make sure they function properly. Results of all inspections should be submitted in writing to the boot camp program administrator or the staff member in charge of security.

Juvenile Count

1-JBC-3A-11 **The boot camp program has a system for physically counting juveniles. The system includes strict accountability for juveniles assigned to work and educational release, furloughs, and other approved temporary absences.**

Comment:

There should be at least one juvenile count per shift. Counts should be scheduled so that they do not conflict with activity programs and normal operating procedures. The staff member responsible for maintaining the master count record should have up-to-the-minute information regarding all juvenile housing moves, work assignment changes, hospital admissions, etc. Adequate checks should be instituted to allow for human error. All juveniles in legal custody should be accounted for in the master count; all temporary absences from the boot camp program should be explained in writing.

Juvenile Movement

1-JBC-3A-12 **Written policy, procedure, and practice provide that staff regulate juvenile movement.**

Comment:

All juvenile movement from one location to another should be controlled and supervised by staff, including individual and group juvenile movement to and from work and program assignments. A master pass list for each day can assist in accounting for movement without restricting or discouraging participation in program activities.

1-JBC-3A-13 **The boot camp program maintains a daily report on juvenile population movement.**

Comment:

The daily report should indicate the number of juveniles in the boot camp program and their names, identifying numbers, and housing assignments. Official daily movement sheets should detail the number and types of admissions and releases each day and the count at the close of the day.

1-JBC-3A-14 **Written policy, procedure, and practice govern the transportation of juveniles outside the boot camp program and from one jurisdiction to another.**

Comment:

Guidelines for transporting juveniles should emphasize safety and should be made available to all personnel involved in transporting juveniles. The boot camp program should have policies governing the use of restraints.

Juvenile Control/Authority

1-JBC-3A-15 **Written policy, procedure, and practice ensure that authority is not abused by a juvenile when juveniles are given responsibility over other juveniles as part of the boot camp program.**

Comment:

None.

Use of Force

1-JBC-3A-16
Mandatory **Written policy, procedure, and practice restrict the use of physical force to instances of justifiable self-protection, protection of others, protection of property, and prevention of escapes, and then only as a last resort, and in accordance with appropriate statutory authority. In no event is physical force justifiable as punishment. A written report is prepared following all uses of force and is submitted to administrative staff for review.**

Comment:

"As a last resort" may be defined through statutory authority.

1-JBC-3A-17 **All special incidents, including but not limited to the taking of hostages, use of restraint equipment, or use of physical force, are reported in writing, dated, and signed by the staff person reporting the incident. The report is placed in the juvenile's case record and is reviewed by the boot camp program administrator and/or the parent agency.**

Comment:

A written record of such incidents should be available for administrative review. These reports also can be used to assess training needs, in counseling with staff about the proper handling of serious behavior incidents, and in providing information for the parent agency or insurance company. The report should include the actions taken by the person in charge at the time of the incident.

1-JBC-3A-18 **Written policy, procedure, and practice provide that written reports are submitted to the administrator or designee no later than the conclusion of the tour of duty when any of the following occur:**

- use of chemical agents to control juveniles
- use of force to control juveniles
- juvenile(s) remain in restraints at the end of the shift

Comment:

All incidents involving use of force that have the potential for injury should be recorded to establish the identities of the staff, juvenile(s), or others involved, and to describe the nature of the incident.

1-JBC-3A-19 **Written policy, procedure, and practice provide that persons injured in an incident receive immediate medical examination and treatment.**

Comment:

Immediate medical examination and treatment should be required in all instances involving the use of force or a chemical agent.

Use of Restraints

1-JBC-3A-20 **Written policy, procedure, and practice provide that instruments of restraint, such as handcuffs, leg irons, and straitjackets, are never applied as punishment and are applied only with the approval of the boot camp program administrator or designee.**

Comment:

Instruments of restraint should only be used as a precaution against escape during transfer, for medical reasons by direction of the medical officer, or to prevent juvenile self-injury, injury to others, or property damage and should not be applied for more time than is absolutely necessary.

1-JBC-3A-21 **Written policy, procedure, and practice provide that the boot camp program maintains a written record of routine and emergency distribution of restraint equipment.**

Comment:

A written record detailing who receives restraint equipment and the nature of the equipment they receive is necessary to establish responsibility and accountability for its use.

Control of Contraband/Searches

1-JBC-3A-22 **Written policy, procedure, and practice provide for searches of facilities and juveniles to control contraband and provide for its disposition. These policies are made available to staff and juveniles. Policies and procedures are reviewed at least annually and updated, if necessary.**

Comment:

None.

1-JBC-3A-23 **Written policy, procedure, and practice provide that manual or instrument inspection of body cavities is conducted only when there is reason to do so and when authorized by the boot camp program administrator or designee. The inspection is conducted in private by health-care personnel.**

Comment:

None.

1-JBC-3A-24 **Written policy, procedure, and practice provide that visual inspection of juvenile body cavities is conducted based on a reasonable belief that the juvenile is carrying contraband or other prohibited material. The inspection is conducted by trained staff in private and conducted by members of the same sex.**

Comment:

None.

Key Control

1-JBC-3A-25 **Written policy, procedure, and practice govern the control and use of keys.**

Comment:

The key-control system should provide a current accounting of the location and possessor of each key. All keys should be issued from the central control area, and a log should be used to record the number of each key issued, the location of the lock, the number of keys to that lock, and the name of all employees possessing the key. Keys should be stored so that their presence or absence can be easily determined. Keys should be returned to the control center daily. All keys should be numbered, and the boot camp program should maintain at least one duplicate key for each lock. Fire and emergency keys should be color-coded and marked for identification by touch. Juveniles should not possess keys other than those to living quarters or work assignments, when appropriate, and to personal lockers.

Tools and Equipment

1-JBC-3A-26 **Written policy, procedure, and practice govern the control and use of tools, culinary, and medical equipment.**

Comment:

Tools and utensils that can cause death or serious injury (e.g., hacksaws, welding equipment, butcher knives, and barber shears) should be locked in control panels and issued in accordance with a prescribed system. Provision should be made for checking tools and utensils in and out and for the control of their use at all times.

Security Equipment

1-JBC-3A-27 **Written policy, procedure, and practice govern the availability, control, and use of chemical agents and related security devices and specify the level of authority required for their access and use. Chemical agents are used only with the authorization of the boot camp program administrator or designee.**

Comment:

Based on an analysis of the physical plant and the size and profile of the juvenile population, designated staff should determine what chemical agents and other security devices the boot camp program needs.

1-JBC-3A-28 **Chemical agents and related security equipment are inventoried at least monthly to determine their condition and expiration dates.**

Comment:

None.

1-JBC-3A-29 **Firearms are not permitted in the boot camp program except in emergency situations.**

Comment:

No person, including law enforcement personnel, should be in possession of firearms within the confines of a boot camp program. A system of receipts for the temporary, safe storage (or checking) of such equipment is required.

Vehicle Maintenance

1-JBC-3A-30 **Written policy, procedure, and practice govern the use and security of boot camp program vehicles.**

Comment:

Responsibility and keys for certain vehicles may be assigned to specific staff, but the pool of vehicles should be controlled by one person.

1-JBC-3A-31 **Written policy, procedure, and practice govern the use of personal vehicles for official purposes and include provisions for insurance coverage.**

Comment:

Written policy should specify the conditions for the official use of personal vehicles and the limits of boot camp program liability.

Section B Safety and Emergency Procedures

Goal: To ensure that the boot camp program adheres to all applicable safety and fire codes and has in place the equipment and procedures necessary in the event of a major emergency

Objective:

- to institute comprehensive emergency plans to protect the lives of staff, juveniles and visitors at the boot camp program

Fire Safety

**1-JBC-3B-01
Mandatory**

Written policy, procedure, and practice specify the facility's fire prevention regulations and practices. These include provision for an adequate fire protection service, including but not limited to the following:

- a system of fire inspection and testing of equipment at least quarterly or at intervals approved by the authority having jurisdiction, following the procedures stated for variances, exceptions, or equivalencies
- an annual inspection by local or state officials or other qualified person(s)
- availability of fire protection equipment at appropriate locations throughout the facility

Comment:

Boot camp program administrators should plan and execute all reasonable procedures for the prevention and prompt control of fire. The use of national codes, such as the *Life Safety Code*, can help ensure the safety of staff, juveniles, and visitors. The use of a volunteer or an internal fire department is acceptable for compliance, assuming that the fire station is readily accessible in case of fire and that it is the primary alternative available. If the fire station is not continually staffed, fire alarm notification must be made to a local law enforcement unit or equally reliable source.

**1-JBC-3B-02
Mandatory**

Written policy, procedure, and practice provide for a comprehensive and thorough monthly inspection of the facility by a qualified fire and safety officer for compliance with safety and fire prevention standards. There is a weekly fire and safety inspection of the facility by a qualified departmental staff member. This policy and procedure is reviewed annually and updated, as needed.

Comment:

The "qualified departmental staff member" who conducts the weekly inspections may be a boot camp program staff member who has received training in and is familiar with the safety and sanitation requirements of the jurisdiction. At a minimum, it is expected that the safety/sanitation specialist will provide on-the-job training regarding applicable regulations and inspections, including the use of checklists and the methods of documentation.

Flammable, Toxic, and Caustic Materials

1-JBC-3B-03 **Written policy, procedure, and practice govern the control and use of all flammable, toxic, and caustic materials.**

Comment:

The following definitions apply to this standard: *Flammable materials*—Liquids with a flash point below 100 degrees Fahrenheit; *Toxic materials*—Substances that through chemical reaction or mixture can produce possible injury or harm to the body by entering through the skin, digestive tract, or respiratory tract (e.g., zinc chromed paint, ammonia, chlorine, antifreeze, herbicides, pesticides); *Caustic materials*—Substances that can destroy or eat away by chemical reaction (e.g., lye, caustic soda, sulfuric acid). If a substance possesses more than one of the above properties, the safety requirements for all applicable properties should be considered. All flammable, toxic, and caustic materials should be stored in secure areas that are inaccessible to juveniles, and a prescribed system should be used to account for their distribution. Insecticide, antifreeze, and denatured alcohol can cause death or serious injury. Juveniles should never possess such items unless under the close supervision of qualified staff. Substances that do not contain one or more of the above properties but that are labeled "Keep Out of the Reach of Children" or "May Be Harmful If Swallowed" are not prohibited; their use and control, however, should be addressed in agency policy.

1-JBC-3B-04 **Specifications for the selection and purchase of boot camp program furnishings indicate the fire safety performance requirements of the materials selected.**

Comment:

Furnishings, mattresses, cushions, or other items of foamed plastics or foamed rubber (e.g., polyurethane, polystyrene) can pose a severe hazard due to high smoke production, rapid burning once ignited, and high heat release. Such materials should be subjected to careful fire safety evaluation before purchase or use. The fire authority should consider the flammability and toxicity characteristics of the products being evaluated. Boot camp program furnishings include: draperies, curtains, furniture, wastebaskets, decorations, and similar materials that can burn. Furnishings apply to all living quarters. The standard requires that specifications of the materials are known, if available, at the time of selection.

1-JBC-3B-05 **Facilities are equipped with noncombustible receptacles for smoking materials and separate containers for other combustible refuse at accessible locations throughout living quarters in the boot camp program. Special containers are provided for flammable liquids and for rags used with flammable liquids. All receptacles and containers are emptied and cleaned daily.**

Comment:

The proper and safe containment of flammable materials and the sanitation of such containers are essential activities in fire prevention.

Emergency Power and Communications

1-JBC-3B-06 **The boot camp program has access to an alternate power source to maintain essential services in an emergency.**

Comment:

None.

1-JBC-3B-07 **Written policy, procedure, and practice provide for a communications system within the boot camp program and between the boot camp program and community in the event of urgent, special, or unusual incidents or emergency situations.**

Comment:

The boot camp program should have available walkie-talkies and/or a radio base station, receivers, and transmitters or other independent mechanical means of communication in order to maintain constant contact with the outside community if conventional means of communication are disrupted. Facilities located in areas subject to severe storms, tornadoes, or hurricanes should maintain a ready means of voice communication with the community.

1-JBC-3B-08 **Power generators are tested at least every two weeks, and other emergency equipment and systems are tested at least quarterly for effectiveness and are repaired or replaced, if necessary.**

Comment:

Emergency equipment, such as standby lighting, batteries, power generators, fire-fighting apparatus, communications systems, and alarms, should be checked frequently to ensure their reliability.

Housekeeping Plan

1-JBC-3B-09 **There is a written plan for preventive maintenance of the physical plant; the plan includes provisions for emergency repairs or replacement in life-threatening situations.**

Comment:

Regular care and inspection of equipment is essential for safe and efficient operations. The preventive maintenance plan should be implemented by qualified staff or maintenance professionals.

Emergency Plans

1-JBC-3B-10
Mandatory **The boot camp program has a written evacuation plan prepared in the event of a fire or major emergency that is approved by a person trained in the application of appropriate codes. The plan is reviewed annually, updated if necessary, and reissued to the local fire jurisdiction and/or other responding agencies. The plan includes the following:**

- **location of building/room floor plan**
- **location of publicly posted plan**
- **staff drills for the evacuation of residents**
- **use of exit signs and directional arrows for traffic flow**
- **monthly fire drills in all occupied locations of the boot camp program**

Comment:

The evacuation plan should specify routes of evacuation, subsequent disposition and housing of juveniles, provision for medical care, and transportation for injured persons.

1-JBC-3B-11 **Written policy, procedure, and practice provide that emergency plans are disseminated to appropriate local authorities and are available to staff.**

Comment:

Dissemination of emergency plans to local authorities, such as the sheriff, fire department, state police, civil defense, etc., will keep them apprised of their roles in the event of an emergency.

**1-JBC-3B-12
Mandatory**

All boot camp program personnel are trained in the implementation of written emergency plans. Work stoppage and riot/disturbance plans are communicated only to appropriate supervisory or other personnel directly involved in the implementation of those plans.

Comment:

A contingency plan for maintaining essential services is crucial. This plan might involve agreements with other law enforcement agencies, such as local or state police. Additionally, the administrator should attempt to ensure the safety and well-being of employees who do not participate in the job action.

**1-JBC-3B-13
Mandatory**

Written policy, procedure, and practice specify the means for the immediate release of juveniles from locked areas in case of emergency and provide for a back-up system.

Comment:

The responsibilities of personnel in an emergency situation should be clearly defined. Staff should be aware of the location and identification of keys and be knowledgeable about all evacuation routes. Juveniles should receive instructions concerning emergency procedures. The authority having jurisdiction must certify that locking arrangements allow for prompt release and/or that sufficient staff are available to operate locking devices, when necessary. A "back-up system" means that there is a manual backup if power-operated locks fail. A control station or other location removed from juvenile living areas is provided with reliable, manual means for releasing locks on swinging and sliding doors to permit prompt release. If the boot camp program has only a manual locking system, a staff plan for manually releasing locks must be in place.

Threats to Security

**1-JBC-3B-14
Mandatory**

There are written plans that specify the procedures to be followed in situations that threaten boot camp program security. Such situations include but are not limited to: riots, hunger strikes, disturbances, and taking of hostages. These plans are made available to all applicable personnel and are reviewed at least annually and updated as needed.

Comment:

The plans should designate the personnel who are to implement the procedures, when and which authorities and media should be notified, how the problem should be contained, and the procedures to be followed after the incident is quelled. The plans presuppose regular inspection and maintenance of any specialized equipment necessary to implement the procedures. All personnel should be familiar with the plans.

Escapes

1-JBC-3B-15

There are written procedures regarding escapes; these procedures are reviewed at least annually and updated if necessary.

Comment:

Specific procedures that can be used quickly when an escape occurs should be made available to all personnel. Procedures should include the following: prompt reporting of the escape to the boot camp program administrator; mobilization of employees; implementation of predetermined search plan; notification of law enforcement agencies, community groups, and relevant media; preparation of escape circulars for distribution and mailing; and, after apprehension of the escapee, prompt notification to all who were previously alerted to the escape.

Section C Rules and Discipline

Goal: To ensure all activities are **SPECIFIC, MEASURABLE, ATTAINABLE, REALISTIC, AND TIMELIMITED (SMART)**; and the program's rules of conduct and sanctions, and procedures in case of violations are defined in writing and communicated to all juveniles and staff; and disciplinary procedures are carried out promptly and with respect for due process

- Objectives:**
- to establish rules of conduct and consequences
 - to institute a mechanism for due process, grievances, and appeals

Rules of Conduct

1-JBC-3C-01 **Written policy, procedure, and practice provide for a system of rewarding the positive behavior of individual juveniles.**

Comment:

There should be a system or program for rewarding juveniles who behave in a responsible way. Rewards should correspond to the degree of effort put forth.

1-JBC-3C-02 **Written rules of juvenile conduct specify acts prohibited within the boot camp program and penalties that can be imposed for various degrees of violation; the written rules are reviewed annually and updated, if necessary.**

Comment:

The rules should prohibit only observed behavior that can be shown clearly to have a direct, adverse effect on a juvenile or on boot camp program order and security. The rules should also specify the range of penalties that can be imposed for violations. Penalties should be proportionate to the importance of the rule and severity of the violation.

1-JBC-3C-03 **A rulebook that contains all chargeable offenses, ranges of penalties, and disciplinary procedures is given to each juvenile and staff member and is translated into those languages spoken by significant numbers of juveniles. Signed acknowledgement of receipt of the rulebook is maintained in the juvenile's file. When a literacy or language problem prevents a juvenile from understanding the rulebook, a staff member or translator assists the juvenile in understanding the rules.**

Comment:

Written procedure should specify how the rules and regulations are issued and presented to new juveniles. Rules and regulations governing juvenile conduct are of limited value unless the juvenile understands them. "Posting" the rulebook is unnecessary provided there is evidence each juvenile receives a copy of the rules.

1-JBC-3C-04 **There are written guidelines for informally resolving minor juvenile misbehavior.**

Comment:

Written guidelines should specify misbehavior that may be handled informally, such as smoking when prohibited, leaving an assigned area, or repeated refusals to obey.

Part Three. Boot Camp Program Operations

1-JBC-3C-05 **Written policy, procedure, and practice require that prior to room and/or privilege restriction, the juvenile is explained the reasons for the restriction and has an opportunity to explain the behavior leading to the restriction.**

Comment:

Prior to restriction for any rule infraction, the juvenile should be given an opportunity to explain the reason(s) for the rule violation.

1-JBC-3C-06 **During room restriction, staff contact is made with the juvenile at least every 15 minutes, depending on the juvenile's emotional state. The juvenile assists in determining the end of the restriction period.**

Comment:

During the period of restriction, a staff person should interact with the juvenile in an effort to solve any problems and to determine a release time.

1-JBC-3C-07 **Written policy, procedure, and practice specify that room restriction for minor misbehavior serves only a "cooling off" purpose and is short in duration, with the time period—15 to 60 minutes—specified at the time of assignment.**

Comment:

Juveniles are quick to misbehave and usually just as quick to recover from temper flare-ups. A few minutes of room restriction is often all that is needed to correct the situation and permit the juvenile to resume a normal routine.

Criminal Violations

1-JBC-3C-08 **Written policy, procedure, and practice provide that where a juvenile allegedly commits an act covered by criminal law, the case be referred to appropriate court or law enforcement officials for consideration for prosecution.**

Comment:

Corrections and court or law enforcement officials should agree on the categories of offenses that are to be referred to them in order to eliminate minor offenses or those of no concern.

Disciplinary Reports

1-JBC-3C-09 **Written policy, procedure, and practice require that employees prepare a disciplinary report when they have a reasonable belief that a juvenile has committed a major violation of boot camp program rules or reportable minor violations.**

Comment:

In general, employees should be encouraged to resolve incidents involving minor violations of boot camp program rules on an informal basis. However, where informal resolution appears unwarranted, the staff member should prepare a report to be forwarded to the designated supervisor.

1-JBC-3C-10 Disciplinary reports prepared by staff members include, but are not limited to, the following information:

- specific rule(s) violated
- a formal statement of the charge
- any unusual juvenile behavior
- any staff witnesses
- any physical evidence and its disposition
- any immediate action taken, including the use of force
- reporting staff member's signature and date and time of report

Comment:

All relevant information should be recorded on a disciplinary report form and should be as specific and comprehensive as possible.

Prehearing Action

1-JBC-3C-11 Written policy, procedure, and practice specify that when an alleged rule violation is reported, an appropriate investigation is begun within 24 hours of the time the violation is reported and is completed without unreasonable delay, unless there are exceptional circumstances for delaying the investigation.

Comment:

Investigations of alleged rule violations should be commenced as soon as possible after the incident is reported. The investigating officer should be a staff member but not the staff member who reported the incident.

1-JBC-3C-12 When a juvenile has been charged with a major rule violation requiring confinement, the youth may be confined for a period of up to 24 hours for the safety of the juvenile, other juveniles, or to ensure the security of the boot camp program. Confinement for periods of over 24 hours is reviewed every 24 hours by an administrator or designee who was not involved in the incident.

Comment:

None.

1-JBC-3C-13 Written policy, procedure, and practice require that a juvenile charged with a major violation of boot camp program rules is given a written copy of the alleged rule violation(s) within 24 hours of the infraction(s). The hearing may be held within 24 hours with the juvenile's written consent.

Comment:

To ensure due process, it is essential that juveniles are given written notice of the charges against them as soon as possible within 24 hours for major rule violations.

Disciplinary Hearing

- 1-JBC-3C-14** **Written policy, procedure, and practice provide that juveniles charged with rule violations are scheduled for a hearing as soon as practicable but no later than seven days, excluding weekends and holidays, after the alleged violation. Juveniles are notified of the time and place of the hearing at least 24 hours in advance of the hearing.**

Comment:

To ensure fairness and the integrity of the disciplinary process, juveniles charged with rule violations should receive hearings as soon as possible unless the hearing is prevented by exceptional circumstances, unavoidable delays, or reasonable postponements. Reasons for all delays should be documented.

Conduct of Hearing

- 1-JBC-3C-15** **Written policy, procedure, and practice provide that disciplinary hearings on rule violations are conducted by an impartial person or panel of persons. A record of the proceedings is made and maintained for at least six months.**

Comment:

To ensure objectivity, hearings for rule violations should be conducted by persons who were not directly involved in the incident.

- 1-JBC-3C-16** **Written policy, procedure, and practice provide that juveniles charged with rule violations are present at their hearings unless they waive that right in writing or through their behavior. Juveniles may be excluded during the testimony of any juvenile whose testimony must be given in confidence; the reasons for the juvenile's absence or exclusion are documented.**

Comment:

None.

- 1-JBC-3C-17** **Written policy, procedure, and practice provide that juveniles have an opportunity to make a statement and present documentary evidence at the hearings and can request witnesses on their behalf; the reasons for denying such a request are stated in writing.**

Comment:

None.

- 1-JBC-3C-18** **Written policy, procedure, and practice allow juveniles to request any staff member to represent them at disciplinary hearings and to question relevant witnesses. Staff representatives are appointed when it is apparent that juveniles are not capable of effectively collecting and presenting evidence on their own behalf.**

Comment:

None.

Hearing Decisions

1-JBC-3C-19 **Written policy, procedure, and practice provide that the disciplinary committee's decision is based solely on information obtained in the hearing process, including staff reports, the statements of the juvenile charged, and evidence derived from witnesses and documents.**

Comment:

Witnesses requested by the juvenile may be questioned by both the juvenile's representative and committee members. Witnesses who cannot respond to questions in person can be asked to submit written statements. The juvenile should be permitted to obtain and submit any relevant documents.

Hearing Record

1-JBC-3C-20 **Written policy, procedure, and practice provide that a written record is made of the decision and the supporting reasons and that a copy is given to the juvenile. The hearing record and the supporting documents are kept in the juvenile's file and in the disciplinary committee's records.**

Comment:

The disciplinary hearing record should include the decision, the disposition, and the reason for the action, unless doing so would jeopardize boot camp program security.

1-JBC-3C-21 **Written policy, procedure, and practice provide that if a juvenile is found not guilty of an alleged rule violation, the disciplinary report is removed from all of the juvenile's files.**

Comment:

When a juvenile is found guilty of only some of the rule violations originally charged with in connection with a single incident, and when that incident is described in a single disciplinary report, the juvenile's record should show clearly the violations that were not proved. All disciplinary reports, regardless of disposition, may be kept and used for statistical or research purposes providing all identification is removed. Where there are multiple incidents, alleged rule violations for which a juvenile is found guilty must be separated and removed from the juvenile's file. When multiple incidents/charges are listed in a single report, charges resulting in not guilty findings may be marked over or blacked out.

Review

1-JBC-3C-22 **Written policy, procedure, and practice provide for review of all disciplinary hearings and dispositions by the boot camp program administrator or designee to assure conformity with policy and regulations.**

Comment:

At the conclusion of the disciplinary hearing, the hearing record should be forwarded to the boot camp program administrator or designee for review. This review should ensure that the hearing was conducted in accordance with stated procedures and that the action taken conforms with boot camp program regulations.

Appeal

1-JSC-3C-23

Written policy, procedure, and practice grant juveniles the right to appeal decisions of the disciplinary committee to the boot camp program administrator or designee. Juveniles have up to 15 days of receipt of the decision to submit an appeal. The appeal is decided within 30 days of its receipt, and the juvenile is promptly notified in writing of the results.

Comment:

The appeal process should consider three factors: Whether there was substantial compliance with boot camp program standards and procedures in handling juvenile discipline; whether the disciplinary committee's decision was based on substantial evidence; and whether, under the circumstances, the sanction imposed was proportionate to the rule violated.

Section D Juvenile Rights

Goal: To ensure that the boot camp program protects the safety and rights of juveniles and seeks a balance between expression of individual rights and preservation of order

- Objectives:**
- to ensure juveniles' access to courts, counsel, media, programs, and services, and protection from harm
 - to institute a grievance procedure for juveniles

Access to Courts

1-JBC-3D-01 Written policy, procedure, and practice ensure the right of juveniles to have access to courts.

Comment:

The right of access to the courts minimally provides that juveniles have the right to present any issue, including the following: challenging the legality of their convictions or confinement, seeking redress for illegal conditions or treatment while under correctional control, pursuing remedies in connection with civil legal problems, and asserting against correctional or other government authority any other rights protected by constitutional or statutory provision or common law. Juveniles seeking judicial relief are not subjected to reprisals or penalties because of the decision to seek such relief.

Access to Counsel

1-JBC-3D-02 Written policy, procedure, and practice ensure and facilitate juvenile access to counsel and assist juveniles in making confidential contact with attorneys and their authorized representatives. Such contact includes, but is not limited to, telephone communications, uncensored correspondence, and visits.

Comment:

Program authorities should assist juveniles in making confidential contact with attorneys and their authorized representatives; these representatives may include law students, special investigators, lay counsel, or other persons who have a legitimate connection with the legal issue being pursued. Provision should be made for visits during normal boot camp program hours, uncensored correspondence, telephone communications, and after-hour visits requested because of special circumstances.

Access to Media

1-JBC-3D-03 Written policy, procedure, and practice provide juveniles reasonable access to the general public through the communications media, subject only to the limitations necessary to maintain order and security and protect the rights of juveniles. Media requests for interviews and juvenile and parent/guardian consents are in writing.

Comment:

None.

Access to Programs and Services

1-JBC-3D-04 **Written policy, procedure, and practice provide that juveniles are not subjected to discrimination based on race, religion, national origin, sex, or disability.**

Comment:

Juveniles should be assured equal opportunities to participate in all boot camp programs. Work assignments and all administrative decisions should be made without discrimination. All remedies available to free persons should be available to juveniles in case of discriminatory treatment.

1-JBC-3D-05 **There is equal access to programs and services for male and female juveniles in coed correctional facilities.**

Comment:

Male and female juveniles should be encouraged to participate equally in all boot camp programs and activities. There should be no discrimination in work assignments.

Protection from Harm

1-JBC-3D-06 **Written policy, procedure, and practice provide that juveniles are not subjected to corporal or unusual punishment, humiliation, mental abuse, or punitive interference with the daily functions of living, such as eating and sleeping.**

Comment:

Any sanctions that may adversely affect a juvenile's health, physical, or psychological well-being are expressly prohibited. Corporal punishment or psychological intimidation should never be practiced.

1-JBC-3D-07 **Written policy, procedure, and practice provide for the reporting of all instances of child abuse and/or neglect consistent with appropriate state law or local laws.**

Comment:

Whenever a juvenile reports or staff observe indicators of child abuse and/or neglect, there are procedures for juvenile care and the investigation of the allegation. Where appropriate, interagency agreements pursuant to child abuse should be implemented.

Grievance Procedure

1-JBC-3D-08 **There is a written juvenile grievance procedure that is made available to all juveniles and includes at least one level of appeal.**

Comment:

None.

Part Four Boot Camp Program Services

Section A Food Service

Goal: To provide a written body of policy and procedure that provides for the effective operation of the boot camp program's food services

- Objectives:**
- to provide meals that are nutritionally balanced and well planned
 - to prepare and serve meals in a manner that meets established governmental health and safety codes

Food Service Management

1-JBC-4A-01 Written policy, procedure, and practice provide that a staff member supervises food service operations.

Comment:

This staff member should have the resources, authority, and responsibility to provide three meals a day that are nutritionally adequate, palatable, and attractive, and which are produced under sanitary conditions.

Budgeting and Purchasing

1-JBC-4A-02 Written policy, procedure, and practice specify the food service budgeting, purchasing, and accounting practices, including but not limited to the following systems:

- food expenditure cost accounting designed to determine cost per meal per juvenile
- estimation of food service requirements
- purchase of supplies at wholesale and other favorable price conditions, when possible
- determination of and responsiveness to juvenile eating preferences
- refrigeration of food, with specific storage periods

Comment:

None.

Dietary Allowances

1-JBC-4A-03 **There is documentation that the boot camp program's system of dietary allowance is reviewed at least annually by a dietician to ensure compliance with nationally recommended food allowances.**
Mandatory

Comment:

A boot camp program that follows this system of dietary allowances, as adjusted for age, sex, and activity, ensures the provision of a nutritionally adequate diet. The recommended dietary allowances stated by the National Academy of Sciences should be used as a guide to basic nutritional needs.

Menu Planning

1-JBC-4A-04 **Written policy, procedure, and practice require that food service staff develop planned menus and substantially follow the schedule, and that food flavor, texture, temperature, appearance, and palatability are taken into consideration in the planning and preparation of all meals.**

Comment:

All menus, including special diets, should be planned, dated, and available for review at least one week in advance. Any substitutions in the meals actually served should be noted and should be of equal nutritional value. A file of tested recipes adjusted to a yield appropriate for the boot camp program's size should be maintained on the premises. Food should be served as soon as possible after preparation and at an appropriate temperature. Clinical diets should be approved by a qualified nutritionist or dietician and documented accordingly.

Special Diets

1-JBC-4A-05 **Written policy, procedure, and practice provide for special diets as prescribed by appropriate medical or dental personnel.**
Mandatory

Comment:

Therapeutic diets should be available on medical or dental authorization. Specific diets should be prepared and served to juveniles according to the orders of the treating physician or dentist or as directed by the responsible health authority official. Medical or dental diet prescriptions should be specific and complete, furnished in writing to the food service manager, and rewritten monthly. Special diets should be kept as simple as possible and should conform as closely as possible to the foods served to other juveniles.

1-JBC-4A-06 **Written policy, procedure, and practice provide for special diets for juveniles whose religious beliefs require the adherence to religious dietary laws.**

Comment:

Religious diets should be approved by the chaplain. Specific and complete religious diet prescriptions should be furnished in writing to the food service manager and rewritten monthly. Special diets should be kept as simple as possible and should conform as closely as possible to the foods served to other juveniles.

1-JBC-4A-07 **Written policy, procedure, and practice preclude the use of food as a disciplinary measure.**

Comment:

Food, including snacks, should not be withheld, nor the standard menu varied, as a disciplinary sanction.

Health and Safety Regulations

1-JBC-4A-08 **Written policy, procedure, and practice specify that the food services comply with the applicable sanitation and health codes as promulgated by federal, state, and local authorities.**
Mandatory

Comment:

All health and sanitation codes must be strictly followed to ensure the health and welfare of the juveniles and staff. At a minimum, all food service personnel should be in good health and free from communicable disease and open, infected wounds; have clean hands and fingernails; wear hair nets or caps; wear clean, washable garments; and employ hygienic food handling techniques.

Inspections

1-JBC-4A-09 **Written policy, procedure, and practice provide for the following:**

- **weekly inspection of all food service areas, including dining and food preparation areas and equipment**
- **sanitary, temperature-controlled storage facilities for all foods**
- **daily checks of refrigerator and water temperatures by administrative, medical, or dietary personnel**

Comment:

None.

1-JBC-4A-10 **Written policy, procedure, and practice provide that stored shelf goods are maintained at 45 degrees to 80 degrees Fahrenheit, refrigerated foods at 35 degrees to 40 degrees Fahrenheit, and frozen foods at 0 degrees Fahrenheit or below. When the requirements vary, the laws and regulations of the health authority having jurisdiction prevail.**

Comment:

None.

Meal Service

1-JBC-4A-11 **Written policy, procedure, and practice provide that staff members supervise juveniles during meals.**

Comment:

The practice of having staff members present contributes to a more orderly experience in the dining areas and enhances the relationship between the staff and the population. The practice also minimizes food waste, careless serving, and abuse of a juvenile by another juvenile. It also permits observation and reporting of unusual eating habits of individual juveniles such as rejection or overeating.

1-JBC-4A-12 **Written policy, procedure, and practice require that at least three meals, of which two are hot meals, are provided at regular meal times during each 24-hour period, with no more than 14 hours between the evening meal and breakfast. Provided basic nutritional goals are met, variations may be allowed based on weekend and holiday food service demands.**

Comment:

When juveniles are not routinely absent from the boot camp program for work or other purposes, at least three meals should be provided at regular times each 24-hour period.

**1-JBC-4A-13
Mandatory**

Written policy, procedure, and practice provide for adequate health protection for all juveniles and staff in the boot camp program and juveniles and other persons working in food service, including the following:

- 1. Where required by the laws and/or regulations applicable to food service employees in the community where the boot camp program is located, all personnel involved in the preparation of food receive a preassignment medical examination and periodic reexaminations to ensure freedom from diarrhea, skin infections, and other illnesses transmissible by food or utensils; all examinations are conducted in accordance with local requirements.**
- 2. When the boot camp program's food services are provided by an outside agency or individual, the boot camp program has written verification that the outside provider complies with the state and local regulations regarding food service.**
- 3. All food handlers are instructed to wash their hands on reporting to duty and after using toilet facilities.**
- 4. Juveniles and other persons working in food service are monitored each day for health and cleanliness by the director of food services (or designee).**

Comment:

All food service personnel should be in good health and free from communicable disease and open, infected wounds; have clean hands and fingernails; wear hairnets or caps; wear clean, washable garments; and employ hygienic food handling techniques. Federal facilities should apply appropriate regulations such as those of the U.S. Public Health Service.

Section B Sanitation and Hygiene

Goal: To have a written body of policy and procedure that provides for the safe and clean operation of the boot camp program

Objective: • to comply with applicable regulations and standards to protect the health and safety of juveniles and staff

Sanitation Inspections

1-JBC-4B-01 **Written policy, procedure, and practice require weekly sanitation inspections of all boot camp program areas.**

Comment:

In addition to regular inspections by government officials, all boot camp program areas should be inspected at least weekly by a designated staff member who should submit a written report to the administrator documenting deficiencies, whenever they occur.

1-JBC-4B-02 **The boot camp program administration complies with applicable federal, state, and local sanitation and health codes.**

Comment:

The boot camp program should be inspected at least annually by appropriate government officials to ensure the health of personnel and juveniles.

Water Supply

1-JBC-4L-03 **The institution's potable water source and supply, whether owned and operated by the public water department or the institution, is approved by an independent, outside source to be in compliance with jurisdictional laws and regulations.**

Comment:

Safe drinking water is basic to human health and should be provided in any boot camp program operation. In the event jurisdictional laws and regulations are not applicable, the Federal Safe Drinking Water Act regulations present a standard of quality that is attainable by good water control practices.

Waste Disposal

1-JBC-4B-04 **The institution provides for a waste disposal system in accordance with an approved plan by the appropriate regulatory agency.**

Comment:

Liquid and solid wastes should be collected, stored, and disposed of in a manner that will avoid nuisance and hazards and protect the health and safety of juveniles and staff.

Housekeeping

1-JBC-4B-05 **Written policy, procedure, and practice provide for vermin and pest control, and trash and garbage removal.**

Comment:

Any condition conducive to harboring or breeding insects, rodents, or other vermin should be eliminated immediately. Licensed pest control professionals should be used, when necessary, to clean or fumigate the boot camp program.

Clothing and Bedding Supplies

1-JBC-4B-06 **Written policy, procedure, and practice specify accountability for clothing and bedding issued to juveniles.**

Comment:

The issue of all clothing and bedding should be recorded, and juveniles should be held accountable for it.

1-JBC-4B-07 **Written policy, procedure, and practice provide for the issue of special and, when appropriate, protective clothing and equipment to juveniles assigned to food service, hospital, garage, physical plant, maintenance shops, and other special work.**

Comment:

Juveniles assigned to special work areas should be clothed in accordance with the requirements of their work assignment and, when appropriate, be furnished with suitable protective equipment (e.g., face mask in hospital, protective helmet, goggles for working around machinery, etc.).

1-JBC-4B-08 **Juveniles are provided the opportunity to have three complete sets of clean clothing per week. The program may provide this clean clothing in several ways, including access to self-serve washer facilities, central clothing, or a combination of the two.**

Comment:

None.

1-JBC-4B-09 **Written policy, procedure, and practice require that the boot camp program provides for the thorough cleaning and, when necessary, disinfecting of juvenile personal clothing before storage or before allowing the juvenile to keep and wear personal clothing.**

Comment:

Juvenile personal clothing should be cleaned and disinfected to prevent odors and vermin from accumulating and should be stored outside of the juvenile housing area. Cleaning may also be necessary when the juvenile is permitted to keep and wear personal clothing that is not in a clean and sanitary condition.

Bedding and Linen Issue

1-JBC-4B-10 **Written policy, procedure, and practice provide for the issue of suitable, clean bedding and linen, including two sheets, pillow and pillowcase, one mattress, and sufficient blankets to provide comfort under existing temperature controls. There is provision for linen exchange at least weekly.**

Comment:

Collection, storage, and exchange methods for bedding and linens should be done hygienically; that is, blankets, pillows, mattress covers, and mattresses should be clean before reissue, and linen and towels must be laundered before reissue. Towels should be exchanged at least three times per week.

Bathing and Personal Hygiene

1-JBC-4B-11 **Written policy, procedure, and practice provide for an approved shower schedule that allows daily showers and showers after strenuous exercise.**

Comment:

None.

1-JBC-4B-12 **Written policy, procedure, and practice require that articles necessary for maintaining proper personal hygiene are provided to all juveniles.**

Comment:

As part of the admissions process, each juvenile should be given soap, a toothbrush, toothpaste or powder, a comb, and toilet paper. Shaving equipment should be made available on request, and the special hygienic needs of females should be met.

1-JBC-4B-13 **Written policy, procedure, and practice provide that there are hair care services available to juveniles.**

Comment:

Barber and beautician facilities should be provided so that juveniles can obtain hair care services when needed.

Section C Health Care

Goal: To have a written body of policy and procedure that provides for the boot camp program's health-care services

- Objectives:**
- to provide comprehensive health-care services
 - to ensure that health-care services are provided by qualified personnel

Responsible Health Authority

**1-JBC-4C-01
Mandatory** **Written policy, procedure, and practice provide that the boot camp program has a designated health authority with responsibility for health care pursuant to a written agreement, contract, or job description. The health authority may be a physician, health administrator, or health agency. When the authority is other than a physician, final medical judgments rest with a physician.**

Comment:

The responsibility of the health authority includes arranging for and ensuring that juveniles have access to all levels of health care and ensuring the quality of all health services. While overall responsibility may be assumed at the central office level, it is essential that each boot camp program have a responsible health authority; this may be the responsible physician at the program. Health-care services should provide for the physical and mental well-being of the population and should include medical and dental services, mental health services, nursing, personal hygiene, dietary services, health education, and attendance to environmental conditions.

**1-JBC-4C-02
Mandatory** **Written policy, procedure, and practice provide that medical, including psychiatric, and dental matters involving medical judgments are the sole province of the responsible physician and dentist respectively.**

Comment:

The provision of health care is a joint effort of administrators and health-care providers and can be achieved only through mutual trust and cooperation. The health authority arranges for the availability of health-care services; the official responsible for the boot camp program provides the administrative support for accessibility of health services to juveniles.

1-JBC-4C-03 **Written policy, procedure, and practice govern the relationship and the activities of personal physicians working with juveniles in the boot camp program.**

Comment:

This is particularly important where medications are ordered for juveniles in the boot camp program.

1-JBC-4C-04 **Written policy, procedure, and practice provide that the health authority meets with the boot camp program administrator at least quarterly and submits annual statistical summaries and quarterly reports on the health-care delivery system and health environment.**

Comment:

Minutes of the quarterly administrative meetings may be used to meet the requirements for a quarterly report. The report should address such topics as the effectiveness of the health-care system, description of any health environment factors that need improvement, changes effected since the last reporting period, and, if needed, recommended corrective action. The health authority should report immediately any condition that poses a danger to staff or juvenile health and safety. The annual statistical report should indicate the number of juveniles receiving health services by category of care as well as other pertinent information (e.g., operative services, referrals to specialists, ambulance services, etc.).

1-JBC-4C-05 **Each policy, procedure, and program in the health-care delivery system is reviewed at least annually by the appropriate health-care authority and revised, if necessary. Each document bears the date of the most recent review or revision and signature of the reviewer.**

Comment:

None.

1-JBC-4C-06 **If medical services are delivered in the boot camp program or through contract services, adequate space, equipment, supplies, and materials as determined by the responsible physician are provided for the performance of primary health care delivery.**

Comment:

The type of space and equipment for an examining room will depend on the level of sophistication of medicine required in the boot camp program and the capabilities of the health providers. In all facilities, space should be provided where the physicians can examine and treat juveniles in private.

Unimpeded Access to Care

1-JBC-4C-07 **Written policy, procedure, and practice provide for unimpeded access to health care and for a system for processing complaints regarding health care. These policies are communicated orally and in writing to juveniles on arrival in the boot camp program and are put in a language clearly understood by each juvenile.**

Comment:

No member of the correctional staff should approve or disapprove requests for attendance at sick call. The boot camp program should follow the policy of explaining access procedures orally to juveniles unable to read. When the boot camp program frequently has non-English-speaking juveniles, procedures should be explained and written in their language.

Sick Call

1-JBC-4C-08 Sick call for nonemergency medical service, conducted by a physician and/or other qualified medical personnel, is available to each juvenile as follows:

1. Small facilities of less than 50 juveniles hold sick call once per week, at a minimum.
2. Medium-sized facilities of 50 to 200 juveniles hold sick call at least three times per week.
3. Large facilities of over 200 juveniles hold sick call a minimum of five times per week.

Comment:

Sick call is the procedure through which each juvenile reports and receives appropriate medical services for nonemergency illness or injury.

1-JBC-4C-09 When sick call is not conducted by a physician, a physician is available once each week to respond to juvenile complaints regarding services that they did or did not receive from other health-care personnel.

Comment:

This standard emphasizes the responsible physician's role in assuring accessibility and availability of those levels of care appropriate to the juvenile's needs when those services are not personally provided by the responsible physician.

1-JBC-4C-10 Juveniles' medical complaints are monitored and responded to daily by medically trained personnel.

Comment:

The sorting and allocation of patients to treatment is conducted by medical personnel. Control of access to medical care should never be within the decision-making authority of juvenile careworkers, administrative staff, or medical staff below the level of registered nurse.

Qualifications

1-JBC-4C-11
Mandatory Appropriate state and federal licensure, certification or registration requirements, and restrictions apply to personnel who provide health-care services to juveniles. The duties and responsibilities of such personnel are governed by written job descriptions approved by the health authority. Verification of current credentials and job descriptions are on file in the boot camp program.

Comment:

Only qualified health-care personnel should determine and supervise health-care procedures. Written job descriptions should include the required professional qualifications and the individual's specific role in the health-care delivery system. Verification of qualifications may consist of copies of current credentials or a letter from the state licensing or certifying body regarding current credential status.

Administration of Treatment

1-JBC-4C-12
Mandatory **Written policy, procedure, and practice provide that treatment by health-care personnel other than a physician, dentist, psychologist, optometrist, podiatrist, or other independent providers is performed pursuant to written standing or direct orders by personnel authorized by law to give such orders. Nurse practitioners and physician's assistants may practice within the limits of applicable laws and regulations.**

Comment:

Professional practice acts differ in various states as to issuing direct orders for treatment; therefore, laws in each state need to be studied for implementation of this standard. Standing medical orders are written for the definitive treatment of identified conditions and for on-site treatment of emergency conditions for any person having the condition to which the order pertains. Direct orders are written specifically for the treatment of one person's particular condition.

1-JBC-4C-13 **The specific duties of qualified medical personnel are governed by written job descriptions approved by the responsible physician and the boot camp program administrator.**

Comment:

Qualified medical personnel are physicians, dentists, and other professional and technical workers who engage in activities that support, complement, or supplement the functions of physicians and/or dentists who are licensed, registered, or certified as appropriate to their qualifications to practice.

1-JBC-4C-14 **A history of the juvenile's immunizations is obtained when the health appraisal data are collected. Immunizations are updated, as required, within legal constraints.**

Comment:

Where immunizations are not up-to-date, the boot camp program should immunize to ensure that the juvenile is fully protected. Relevant information should be obtained from parents, family physician, school, or other available source.

1-JBC-4C-15 **In facilities housing females, obstetrical, gynecological, family planning, and health education services are provided, as needed.**

Comment:

None.

Health-trained Staff Member

1-JBC-4C-16 **When facilities do not have full-time, qualified health-trained personnel, a health-trained staff member coordinates the health delivery services under the joint supervision of the responsible health authority and the boot camp program administrator.**

Comment:

The health-trained staff member (who is other than a nurse, physician's assistant, or emergency medical technician) may be full time. Coordination duties may include reviewing receiving screening forms for needed follow-up, readying juveniles and their records for sick call, and assisting and carrying out orders regarding such matters as diets, housing, and work assignments.

1-JBC-4C-17 **Written policy, procedure, and practice, approved by the appropriate mental health authority, provide for all activities carried out by mental health services personnel.**

Comment:

The goal of mental health services is to provide for the detection, diagnosis, treatment, and referral of juveniles with mental health problems and to provide a supportive environment during all stages of each juvenile's period of confinement.

Pharmaceuticals

1-JBC-4C-18 **Written policy, procedure, and practice provide for the proper management of**
Mandatory **pharmaceuticals and address the following subjects:**

- a formulary specifically developed for the boot camp program prescription practices that requires (1) prescription practices, including requirements that psychotropic medications are prescribed only when clinically indicated as one facet of a program of therapy, (2) "stop order" time periods for all medications, and (3) the prescribing provider to reevaluate a prescription prior to its renewal
- procedures for medication receipt, storage, dispensing, and its administration or distribution
- maximum security storage and periodic inventory of all controlled substances, syringes, and needles
- dispensing of medicine in conformance with appropriate federal and state laws
- administration of medication by persons properly trained and under the supervision of the health authority and boot camp program administrator or designee
- accountability for administering or distributing medications in a timely manner and according to physician's orders

Comment:

The formulary lists should include all prescribed and nonprescribed medications stocked in the boot camp program or generated by outside health-care providers. Any dispensed medication (one or more doses issued from a stock or bulk container) should be labeled with the patient's name, prescription contents, directions for use, and other vital information. The pharmacy may be managed by a resident pharmacist or by health-trained personnel under the supervision of the health authority.

1-JBC-4C-19 **Psychotropic drugs, such as antipsychotics or antidepressants, and drugs requiring parenteral administration are prescribed only by a physician or authorized health provider by agreement with the physician, and then only following a physical examination of the juvenile by the health provider. Such drugs are administered by the responsible physician, qualified health personnel, or health-trained personnel under the direction of the health authority.**

Comment:

None.

1-JBC-4C-20

The person administering medications has training from the responsible physician and the official responsible for the boot camp program, is accountable for administering medications according to orders, and records the administration of medications in a manner and on a form approved by the responsible physician.

Comment:

Administration of drugs and remedies referred to in this standard does not include medications administered intramuscularly. Such medications should only be administered by trained medical personnel of at least the level of registered nurse.

Health Screenings and Examinations

1-JBC-4C-21
Mandatory

Written policy, procedure, and practice require that all juveniles receive medical clearance from the health authority prior to participation in the boot camp program. All findings are recorded on a form approved by the health authority.

Comment:

Boot camp programs involve varying degrees of strenuous and prolonged physical activities, and, therefore, it is imperative that a medical determination is made to ensure a juvenile's physical fitness for program participation.

**1-JBC-4C-22
Mandatory**

Written policy, procedure, and practice require medical, dental, and mental health screening to be performed by health-trained or qualified health-care personnel on all juveniles, excluding intrasystem transfers on juveniles' arrival at the boot camp program. All findings are recorded on a form approved by the health authority. The screening form includes at least the following:

Inquiry into:

- current illness and health problems, including venereal diseases and other infectious diseases
- dental problems
- mental health problems
- use of alcohol and other drugs, which includes types of drugs used, mode of use, amounts used, frequency used, date or time of last use, and a history of problems that may have occurred after ceasing use (e.g., convulsions)
- past and present treatment or hospitalization for mental disturbance or suicide
- other health problems designated by the responsible physician

Observation of:

- behavior, which includes state of consciousness, mental status, appearance, conduct, tremor, and sweating
- body deformities, ease of movement, etc.
- condition of skin, including trauma markings, bruises, lesions, jaundice, rashes and infestations, and needle marks or other indications of drug abuse

Medical disposition of juvenile:

- general population OR
- general population with appropriate referral to health-care service OR
- referral to appropriate health-care service for emergency treatment

Comment:

Health screening is a system of structured inquiry and observation designed to prevent newly arrived juveniles who pose a health or safety threat to themselves or others from being admitted to the general population and to rapidly transport newly admitted juveniles to needed health care. Receiving screenings can be performed by health-care personnel or by health-trained child care/supervision staff at the time of admission. Facilities that have reception and diagnostic units and/or a holding room must conduct a receiving screening on all juveniles upon arrival at the boot camp program as part of the admission procedures.

1-JBC-4C-23

Program staff are informed of juveniles' special medical problems. At the time of admission, staff are informed of any physical problems that might require medical attention.

Comment:

None.

**1-JBC-4C-24
Mandatory**

Written policy, procedure, and practice require health screening by health-trained or qualified health-care personnel immediately on arrival at the boot camp program for all intrasystem transfers, with all findings recorded on a screening form approved by the health authority. The screening includes, at a minimum, the following:

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, dental, or mental health complaint

Observation of:

- general appearance and behavior
- physical deformities, evidence of abuse, and/or trauma

Medical disposition of juvenile:

- general population OR
- general population with appropriate referral to health-care service OR
- referral to appropriate health-care service for emergency treatment

Comment:

Screening of intrasystem transfers is necessary for the detection of juveniles who pose a health and/or safety threat to themselves or others and who may require immediate medical attention.

1-JBC-4C-25

Written policy, procedure, and practice provide for the collection and recording of health appraisal data and require the following:

1. The process is completed in a uniform manner as determined by the health authority.
2. Health history and vital signs are collected by health-trained or qualified health personnel.
3. Review of the results of the medical examination, tests, and identification of problems is performed by a physician.
4. Collection of all other health appraisal data is performed only by qualified health personnel.

Comment:

The initial screening must be followed with a more detailed health examination by the appropriate health appraisal personnel to adequately identify the health-care needs of each juvenile. It is also important that the examination be performed in a uniform manner to ensure that it is thorough and consistent for each juvenile.

Dental Screenings and Examinations

- 1-JBC-4C-26** **Dental care is provided to each juvenile under the direction and supervision of a dentist licensed in the state. This care includes the following:**
- **dental screening on admission**
 - **dental hygiene service within 14 days of admission**
 - **dental examinations within seven days of admission, if indicated**
 - **dental treatment, not limited to extractions, when the health of the juvenile would otherwise be adversely affected**

Comment:

Dental screening and hygiene are performed by medically-trained personnel or dentists. Dental examination and treatment are performed only by a dentist or designated assistant.

Emergency Care

- 1-JBC-4C-27**
Mandatory **Written policy, procedure, and practice provide for 24-hour emergency medical, dental, and mental health care availability as outlined in a written plan. The plan includes arrangements for the following:**
- **emergency first aid and crisis intervention**
 - **emergency evacuation of the juvenile from the boot camp program**
 - **use of an emergency medical vehicle**
 - **use of one or more designated hospital emergency rooms or other appropriate health facilities**
 - **emergency on-call physician, dentist, and mental health professional services when the emergency health care is not located in a nearby community**
 - **security procedures providing for the immediate transfer of juveniles when appropriate**

Comment:

Arrangements should be made with nearby hospitals or other facilities for all health services that cannot be appropriately provided within the boot camp program or where contractual arrangements can result in better or a broader range of services. In the event the usual health services are not available, particularly in emergency situations, the boot camp program should have developed a backup to serve the program. The plan might include an alternate hospital emergency service or a physician "on call" service.

First Aid**1-JBC-4C-28
Mandatory**

Written policy, procedure, and practice provide that careworker staff and other personnel are trained to respond to health-related situations within a four-minute response time. A training program is established by the responsible health authority in cooperation with the boot camp program administrator that includes the following:

- recognition of signs and symptoms and knowledge of action required in potential emergency situations
- administration of first aid and cardiopulmonary resuscitation (CPR)
- methods of obtaining assistance
- signs and symptoms of mental illness, retardation, and chemical dependency
- procedures for patient transfers to appropriate medical facilities or health-care providers

Comment:

Even with the most adequate staff of qualified health-care personnel, emergencies can occur in distant parts of the boot camp program; too much time can be lost in getting staff promptly on the scene to handle emergency matters. All juvenile care staff should have standard first aid training. Minimally, one juvenile careworker per shift should be trained in cardiopulmonary resuscitation (CPR) and recognition of symptoms of illnesses most common to juveniles.

**1-JBC-4C-29
Mandatory**

At least one staff member present on each shift is trained in emergency first aid procedures, including cardiopulmonary resuscitation (CPR).

Comment:

None.

1-JBC-4C-30

Written policy, procedure, and practice require that first aid kit(s) are available. The responsible physician approves the contents, number, location, and procedure for periodic inspection of the kit(s).

Comment:

The medical staff develops written procedures outlining the use of first aid kits by nonmedical staff.

Protheses and Orthodontic Devices**1-JBC-4C-31**

Medical and dental prostheses are provided when the health of the juvenile would otherwise be adversely affected, as determined by the responsible health authority.

Comment:

None.

Transfer for Needed Care**1-JBC-4C-32**

A written agreement exists between the agency and a nearby hospital for all medical services that cannot be provided within the boot camp program.

Comment:

Medical arrangements may be entered into for the provision of emergency or specialized care away from the boot camp program. This standard includes crisis intervention for psychiatric emergencies.

Use of Restraints

- 1-JBC-4C-33** **Written policy, procedure, and practice govern the use of restraints for medical and psychiatric purposes. At a minimum, the policy will address the following:**
- **conditions under which restraints may be used**
 - **types of restraints to be applied for specific conditions**
 - **identification of person or persons who may authorize the use of restraints**
 - **monitoring procedures for juveniles in restraints**

Comment:

When restraints are part of a health-care treatment regimen, the restraints used should be those that would be appropriate for the general public under similar conditions. Written policy should identify the authorization needed and when, where, and how restraints may be used and for how long.

Pregnancy Management

- 1-JBC-4C-34** **Written policy, procedure, and practice provide that pregnancy management is specific as it relates to the following:**
- **pregnancy testing**
 - **routine prenatal care**
 - **high-risk prenatal care**
 - **management of the chemically addicted pregnant juvenile**
 - **postpartum follow-up**

Comment:

None.

Suicide Prevention and Intervention

- 1-JBC-4C-35**
Mandatory **There is a written suicide prevention and intervention program that is reviewed and approved by a qualified medical or mental health professional. All staff with responsibility for juvenile supervision are trained in the implementation of the program. The program includes specific procedures for intake screening, identification, and supervision of suicide-prone juveniles.**

Comment:

None.

Serious and Infectious Diseases

- 1-JBC-4C-36** **Written policy, procedure, and practice specify approved actions to be taken by employees concerning juveniles who have been diagnosed as HIV positive. This policy shall include, at a minimum, the following:**
- **when and where juveniles are to be tested**
 - **appropriate safeguards for staff and juveniles**
 - **when and under what conditions juveniles are to be separated from the general population**
 - **staff and juvenile training procedures**
 - **issues of confidentiality**

Comment:

None.

- 1-JBC-4C-37** **Written policy, procedure, and practice address the management of serious and infectious diseases. These policies and procedures are updated as new information becomes available. Agencies should work with the responsible health authority in establishing policy and procedure that include the following: an ongoing education program for staff and residents; control, treatment, and prevention strategies that may include screening and testing, special supervision, and/or special housing arrangements, as appropriate; protection of individual confidentiality; and media relations.**

Comment:

Because of their serious nature, methods of transmission, and public sensitivity, infectious diseases such as tuberculosis, hepatitis-B, and AIDS (acquired immunodeficiency syndrome) require special attention.

- 1-JBC-4C-38** **Written policy, procedure, and practice provide for medical examination of any employee or juvenile suspected of having a communicable disease.**

Comment:

The examination must be conducted and the results made available quickly to ensure prompt and proper treatment of the problem.

Informed Consent

- 1-JBC-4C-39** **Written policy, procedure, and practice provide that 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 patient's will, it is in accordance with state and federal laws and regulations.**

Comment:

While a patient's submission to medical examination and minor noninvasive procedures may be interpreted as implied consent, extreme caution should be used in applying this principle. Medical treatment of a juvenile without his or her consent (or without the consent of a parent, guardian, or legal custodian) could result in legal action. The law regarding consent by juveniles to medical treatment, and their right to refuse treatment, varies from state to state. Some states allow juveniles to consent to treatment as long as they are mature enough to comprehend the consequences of their decision, without parental consent; others require parental consent until majority, but the age of majority varies among the states. The law of the jurisdiction in which the boot camp program is located should be reviewed by legal counsel, and based on counsel's written opinion, a boot camp program policy regarding informed consent should be developed.

Juvenile Participation in Research

- 1-JBC-4C-40**
Mandatory **Written policy prohibits the use of juveniles for medical, pharmaceutical, or cosmetic experiments. This policy does not preclude individual treatment of a juvenile based on the juvenile's need for a specific medical procedure that is not generally available.**

Comment:

A person confined in a boot camp program is incapable of volunteering as a human subject without hope of reward and cannot do so based on fully informed consent. Therefore, juveniles should not participate in experimental projects involving medical, pharmaceutical, or cosmetic research, including aversive conditioning, psychosurgery, electrical stimulation of the brain, and the application of cosmetic substances to the body for testing for possible ill effects prior to sale to the general public. This does not preclude individual treatment of a juvenile by his/her physician with a new medical procedure, subsequent to a full explanation of the positive and negative features of the treatment. This agreement is between the physician and the juvenile and is not part of a general program of medical experimentation involving payment to juveniles for submission to treatment.

1-JBC-4C-41 **Under no circumstances is a stimulant, tranquilizer, or psychotropic drug administered for purposes of program management and control or for purposes of experimentation and research.**

Comment:

The policy regarding the prescription of stimulants, tranquilizers, or psychotropic medications states that these medications are dispensed only when clinically indicated as one facet of a program of therapy. This policy also states that the administration of these medications is not allowed for disciplinary reasons and also discourages long-term use of the minor tranquilizers.

Notification of Designated Individuals

1-JBC-4C-42 **Written policy, procedure, and practice provide for the prompt notification of juveniles' parents/guardians and the responsible agency in case of serious illness, surgery, injury, or death.**

Comment:

Whenever a juvenile becomes seriously ill or injured, requires surgery, or dies, the juvenile's parents/guardians and the responsible agency are promptly notified by telephone, telegram, or other rapid means of communication. In the event of death, the head of the agency should also be notified. If death occurred under unusual circumstances, the coroner and appropriate law enforcement officials should be notified.

1-JBC-4C-43 **Written policy, procedure, and practice specify and govern the actions to be taken in the event of a juvenile's serious injury or death.**

Comment:

None.

Health Record Files**1-JBC-4C-44****The health record file of each offender contains the following:**

- the completed receiving screening form
- health appraisal data forms
- all findings, diagnoses, treatments, dispositions
- list of prescribed medications and their administration
- laboratory, x-ray, and diagnostic studies
- signature and title of documenter
- consent and refusal forms
- release of information forms
- place, date, and time of health encounters
- health service reports, e.g., dental, mental health, and consultations
- treatment plan, including nursing care plan
- progress reports
- discharge summary of hospitalization and other termination summaries

The method of recording entries in the records, the form and format of the records, and the procedures for their maintenance and safekeeping are approved by the health authority.

Comment:

The "problem-oriented medical record" structure is suggested; however, whatever the record's structure, every effort should be made to establish uniformity of record forms and content throughout the correctional system. The record is to be complete and all findings recorded, including notations concerning mental health, dental, and consultative service reports, at the time of service delivery, or no later than 14 days from time of discharge of the patient or termination of treatment. The receiving screening form becomes a part of the record at the time of the first health encounter.

1-JBC-4C-45**Written policy, procedure, and practice uphold the principle of confidentiality of the health record and support the following requirements:**

1. The active health record is maintained separately from the confinement record.
2. Access to the health record is controlled by the health authority.
3. The health authority shares with the boot camp program administrator information regarding a juvenile's medical management, security, and ability to participate in programs.

Comment:

The principle of confidentiality protects the patient from disclosure of confidences entrusted to a health-care provider during the course of treatment. The confidential relationship of doctor and patient extends to juvenile patients and their physician or other provider. Thus, it is necessary to maintain active health record files under security, completely separate from the patient's confinement record.

Transferred and Inactive Records

1-JBC-4C-46

For juveniles being transferred to other facilities, summaries or copies of the medical history record are forwarded to the receiving boot camp program prior to or at arrival.

Comment:

Because the receiving boot camp program has responsibility for medical care of new arrivals, it is imperative that it receives all available medical information as soon as possible. Written authorization of the juvenile is not required for the transfer of this information. This will reduce duplication of screening procedures, assure continuity in treatment, and reduce the need for segregation until existence of contagious diseases can be determined.

Part Five Juvenile Services

Section A Reception and Orientation

Goal: To have all incoming juveniles undergo a thorough screening and assessment at admission and receive a thorough orientation

- Objectives:**
- to provide juveniles with an orientation to the program's procedures, rules, programs, and services
 - to establish disciplinary proceedings

Admission

1-JBC-5A-01 Written procedures for admission of juveniles new to the system include, but are not limited to, the following:

- determination that the juvenile is legally committed to the boot camp program
- complete search of the juvenile and possessions
- disposition of personal property
- shower and hair care, if necessary
- issuance of clean, laundered clothing, as needed
- issuance of personal hygiene articles
- medical, dental, and mental health screening
- assignment to a housing unit
- recording of basic personal data and information to be used for mail and visiting lists
- assistance to juveniles in notifying their families of their admission and procedures for mail and visiting
- assignment of a registered number to the juvenile
- provision of written orientation materials to the juvenile

Comment:

Juveniles coming into the system may be unfamiliar with staff expectations and not understand what is expected of them. Staff members should explain the procedures being undertaken at each step in the admission process. When necessary, these procedures should be reviewed for juveniles transferred within the correctional system.

1-JBC-5A-02

Written policy, procedure, and practice require the preparation of a summary admission report for all new admissions to the boot camp program that includes but is not limited to the following information:

- account of the legal aspects of the case
- summary of the offender's delinquent acts, if any
- social history
- medical, dental, and mental health history
- vocational interests and experience
- educational status
- religious background and interests
- psychological evaluation
- housing officer and other staff reports
- staff recommendations
- recreational preferences and needs assessment

Comment:

The summary admission report constitutes the first document in the juvenile's cumulative case record. This document may be duplicated and used for review by the classification committee and the unit management team. It is an essential tool for the development of a program for the juvenile.

1-JBC-5A-03

For each juvenile, an initial intake information form is completed and includes, unless prohibited by statute, at a minimum, the following information:

- name
- address
- date of birth
- sex
- race or ethnic origin
- reason for referral
- who to notify in case of emergency
- date of information gathered
- name of referring agency or committing authority
- special medical problems or needs
- personal physician, if applicable
- legal status, including jurisdiction, length, and conditions of sentence
- identifying numbers
- signature of both interviewee and employee taking information

Comment:

None.

Reception and Orientation

1-JBC-5A-04

Written policy, procedure, and practice provide programs for juveniles during the reception period.

Comment:

The daily program in the reception unit should include: interviews, testing, and other admissions-related activities, including distribution of information on programs and services. New juveniles should be provided reading materials, be permitted to attend religious services, receive exercise on the same schedule as the general population, and perform work assignments on the reception unit.

1-JBC-5A-05 **Written policy, procedure, and practice provide that new juveniles receive written orientation materials and/or translations in their own language if they do not understand English. When a literacy problem exists, a staff member helps the juvenile in understanding the material. Completion of orientation is documented by a statement signed and dated by the juvenile.**

Comment:

Orientation should include informal classes, distribution of written materials about the boot camp program, rules and regulations, and discussion. Orientation should also be used to observe juvenile behavior and to identify special problems.

Personal Property

1-JBC-5A-06 **Written policy, procedure, and practice specify the personal property that juveniles can retain in their possession.**

Comment:

Boot camp programs may allow juveniles to keep a very limited number of personal items, such as family pictures.

1-JBC-5A-07 **Written policy, procedure, and practice govern the control and safeguarding of juvenile personal property. Personal property retained at the boot camp program is itemized in a written list that is kept in the permanent case file; the juvenile receives a current copy of this list.**

Comment:

All personal property retained at the boot camp program should be inventoried and securely stored. The inventory list should be signed by the juvenile and a receipt given to the juvenile for all funds and possessions stored. The property should be available if required by the juvenile, and should be returned at the time of release, with a receipt signed by the juvenile acknowledging return of the property.

Section B Classification

Goal: To have a written body of policy and procedure that classifies juveniles in the most appropriate level of programming on admission and on review of their status

Objective: • to provide a personalized program plan for each juvenile

Classification Plan

1-JBC-5B-01 **Written policy, procedure, and practice provide for a classification manual. This manual is made available to all staff involved with classification and is reviewed at least annually and updated, if necessary.**

Comment:

None.

1-JBC-5B-02 **Written policy, procedure, and practice classify juveniles on the basis of: level of risk presented, the type of housing required, and participation in boot camp program and community programs.**

Comment:

None.

Classification Status Review

1-JBC-5B-03 **The written plan for juvenile classification specifies criteria and procedures for determining and changing the status of a juvenile.**

Comment:

Decisions affecting the classification and status of juveniles usually have a significant effect on their degree of liberty, access to services, basic conditions of assistance, and eligibility for release. There should be due process safeguards when classification reviews involve an increase in level of custody or transfer to another boot camp program or other program that would adversely affect the juvenile.

1-JBC-5B-04 **The written plan of juvenile classification specifies that the program and status review of each juvenile occurs at least every month. The outcome of each review is documented with staff and juvenile signatures.**

Comment:

Juveniles have adjustments to make, and these adjustments and changes in plans must be reviewed by a classification committee, unit management team, or staff member. It is essential that the program records reflect any change, or lack of it, in the individual case record and that this is done every month at a minimum. This review provides some assurance that juveniles are not overlooked in the treatment and reintegration process.

Personalized Program

1-JBC-5B-05 **A personalized program is designed for and with each juvenile, which includes measurable criteria of expected behavior and accomplishments and a time schedule for achievement. The program is documented by staff and juvenile signatures.**

Comment:

The program plan of each juvenile stating expected goals and behavior must be clearly defined as soon as possible after admission. The plan should include a determination of objectives and timeframes for achievement, specification of plans for meeting objectives including identification of community resources or specialized services, identification of individuals and units responsible for implementation of the program plan, and specification of the evaluation method. The expected accomplishments must be measurable and agreed on by both the juvenile and the staff. The goals must be reviewed on an ongoing basis and revised when deemed necessary by the staff and/or juvenile.

1-JBC-5B-06 **Written policy, procedure, and practice provide for the classification of juveniles with special needs.**

Comment:

Juveniles with special needs include but are not limited to drug and alcohol abusers and persons who are emotionally disturbed, mentally retarded, or suspected to be mentally ill. Classification procedures should exist to identify the number, type, and frequency of commitment of these groups of juveniles. Where number or frequency of commitment warrant, special programs should be instituted for the appropriate management and effective handling of these youths.

1-JBC-5B-07 **Written policy, procedure, and practice provide that, except in unusual circumstances, initial classification of juveniles is completed within two weeks of admission from court and within one week after transfer from another boot camp program.**

Comment:

Juveniles should be removed from the reception unit/program as soon possible so that they may be assigned to a program most appropriate to their needs and interests. At initial classification, each juvenile should be assigned to a staff member to ensure supervision and personal contact. A unit management team may perform this function.

Section C Social Services

Goal: The boot camp program makes available the professional services necessary to meet the identified needs of juveniles. These services may be provided by full-time, part-time, volunteer, or contractual (third-party) personnel

- Objectives:**
- to provide individual and family counseling, family planning, and parent education
 - to provide progress release planning for juveniles with drug and alcohol addictions
 - to identify and use community resources

Scope of Services

1-JBC-5C-01 **Written policy, procedure, and practice provide for a social services program that makes available a range of resources appropriate to the program needs of juveniles, including individual, group, and family counseling, drug and alcohol treatment, HIV and AIDS education, and special juvenile treatment.**

Comment:

Social services can assist juveniles with family and personal problems through supportive guidance and professional assistance. Some of these services may be provided through contractual arrangements with community agencies.

1-JBC-5C-02 **The boot camp program encourages and fosters the development and use of community resources to help juveniles.**

Comment:

None.

1-JBC-5C-03 **Written policy, procedure, and practice provide that boot camp program staff identify the collective service needs of the juvenile population at least annually. Special programs are provided to meet the needs of juveniles with specific types of problems.**

Comment:

Although the service needs of individual juveniles are important, the agency has a responsibility to periodically assess the collective needs of all confined juveniles to ensure that it is maximizing the delivery of services. This is particularly important in identifying youths who should be part of special programs, such as drug and alcohol abusers and mentally ill, or offenders who are gifted or disabled. Determination of collective needs emerges from a well-planned information system, careful screening of case files, and discussion with staff, juveniles, and other persons concerned with the program.

Program Coordination and Supervision

1-JBC-5C-04 **The social services program is administered and supervised by a person qualified and trained in the social or behavioral sciences.**

Comment:

The social services program supervisor should have an undergraduate degree in the social or behavioral sciences, such as psychology, social work, or counseling, in order to handle the administrative and programming responsibilities.

1-JBC-5C-05 **Counseling personnel are available at a minimum ratio of one to every 25 juveniles to provide counseling and social services to juveniles.**

Comment:

Social services can assist juveniles with family and personal programs through supportive guidance and professional assistance. Some of these services may be provided through contractual arrangements with community agencies. A counseling program that is coordinated with the overall boot camp program rehabilitation program can be effective in resolving personal and interpersonal problems. Although staff members should encourage participation, it is critical that the decision to participate in a counseling program is made by the juvenile.

Counseling

1-JBC-5C-06 **Written policy, procedure, and practice provide that staff members are available to counsel juveniles at their request; provision is made for counseling juveniles on an emergency basis.**

Comment:

In assisting juveniles with their personal problems and with their adjustment to the boot camp program, staff members should make time available on a regularly scheduled basis for appointments with juveniles who request it. Because juveniles may have problems that require immediate attention, a staff member should be available 24 hours a day.

1-JBC-5C-07 **Written policy, procedure, and practice provide for juvenile access to mental health counseling and crisis intervention services in accordance with their needs.**

Comment:

Juveniles placed in boot camp programs are in some cases disturbed; therefore, it is imperative that mental health, psychiatric, and crisis intervention services are available on an as-needed basis. Treatment offerings should include group therapy and group and individual counseling.

1-JBC-5C-08 **Social services personnel share relevant information and coordinate their efforts with appropriate boot camp program juvenile careworkers.**

Comment:

All boot camp program personnel should be familiar with the counseling programs so that they may refer juveniles when indicated. Counselors frequently have information about juveniles that will help other staff in their work with the juveniles.

Counseling for Pregnant Juveniles

1-JBC-5C-09 **Written policy, procedure, and practice require that comprehensive counseling and assistance are provided to pregnant juveniles in keeping with their expressed desires in planning for their unborn child.**

Comment:

None.

Substance Abuse Program

1-JBC-5C-10 **Written policy, procedure, and practice provide for early identification and treatment of juveniles with alcohol and drug abuse problems through a standardized battery assessment. This battery shall be documented and include, at a minimum:**

- screening and sorting
- clinical assessment and reassessment
- medical assessment for appropriate drug and alcohol program assignment to the needs of the individual juvenile

Comment:

None.

1-JBC-5C-11 **Written policy, procedure, and practice provide for the clinical management of chemically dependent juveniles and include the following:**

- a standardized diagnostic needs assessment administered to determine the extent of use, abuse, dependency, and/or codependency
- a medical examination to determine medical needs and/or observational requirements
- an individualized treatment plan developed and implemented by a multidisciplinary team
- pre-release relapse prevention education, including risk management
- aftercare discharge plans shall include the juvenile and the family, when appropriate

Comment:

Primary goals with chemical dependency programs are assessment of needs and the development of a treatment plan. A key component to support the education program, recovery process, and ongoing stability of the juvenile/family includes relapse prevention. Relapse prevention is necessary to support long-term recovery and identify high-risk areas needing management. Referral resources for ongoing services should be updated and used in discharge planning for the juvenile and/or family, as available.

1-JBC-5C-12 **When a urine surveillance program exists, written policy, procedure, and practice provide for the collection of samples and interpretation of results.**

Comment:

None.

1-JBC-5C-13 Where a drug treatment program exists, written policy, procedure, and practice provide that the alcohol and drug abuse treatment program has a written treatment philosophy within the context of the total correctional system, as well as goals and measurable objectives. These documents are reviewed at least annually and updated as needed.

Comment:

None.

1-JBC-5C-14 Where a drug treatment program exists, written policy, procedure, and practice provide for an appropriate range of primary treatment services for alcohol and other drug abusing juveniles that include, at a minimum:

- juvenile diagnosis
- identified problem areas
- individual treatment objectives
- treatment goals
- counseling needs
- drug education plan
- relapse prevention and management
- culturally-sensitive treatment objectives, as appropriate
- the provision of self-help groups as an adjunct to treatment
- pre-release and transitional service needs
- coordination efforts with community supervision and treatment staff during the pre-release phase to ensure a continuum of supervision and treatment

Comment:

None.

1-JBC-5C-15 Where a drug and alcohol treatment program exists, written policy, procedure, and practice provide that the boot camp program uses a coordinated staff approach to deliver treatment services. This approach to service delivery shall be documented in treatment planning conferences and individual treatment files.

Comment:

None.

1-JBC-5C-16 Where a drug and alcohol treatment program exists, written policy, procedure, and practice provide incentives for targeted treatment programs to increase and maintain the juvenile's motivation for treatment.

Comment:

These incentives may include a variety of options such as preferences in housing, clothing, award certificates, or other items consistent with the goals of the boot camp program.

Section D Academic and Vocational Education and Work Programs

Goal: To have a written body of policy and procedure that governs the boot camp program's academic and vocational education and work programs

- Objectives:**
- to develop juveniles' self-esteem and work/education ethic
 - to implement academic and vocational programs for juveniles

Comprehensive Education Program

1-JBC-5D-01 **Written policy, procedure, and practice provide for an educational program that is consistent with the needs of the juvenile population.**

Comment:

The boot camp program should provide juveniles with a broad education program that is most suited to their needs and abilities and includes, but is not limited to: developmental education; remedial education; special education; multicultural education, bilingual education, when the profile indicates; and tutorial services as needed. This program should operate under the auspices of the year-round public school system. Juveniles should receive academic credit for education that can be transferred to schools in the community, and diplomas should be awarded by state or local boards of education.

1-JBC-5D-02 **There is a written, standardized, competency-based curriculum supported by appropriate materials and classroom resources.**

Comment:

Standardization of curriculum assists in monitoring student progress from class to class or between facilities. Emphases should be on individual student progress as measured by observable or assessable instructional objectives. Programmed instruction, teaching machines, and educational television may be used in addition to traditional teaching methods.

1-JBC-5D-03 **Written policy, procedure, and practice provide that comprehensive education programs are available to all eligible juveniles at a time when the majority can take advantage of the programs.**

Comment:

Educational programs should not have to compete with work assignments, visitation, counseling, other work programs, etc. Encouragement to participate should be provided by using a reward system and limiting barriers to attendance.

1-JBC-5D-04 **Written policy, procedure, and practice provide for a system of academic and vocational counseling as well as initial screening, assessment, and evaluation to determine each juvenile's educational needs.**

Comment:

There should be a systematic procedure for screening, assessment, and evaluation at intake that includes standardized testing so that each juvenile can be placed in appropriate education programs. Staff should be qualified to interpret tests and decide when additional testing is needed.

1-JBC-5D-05 **The educational and vocational programs provide instruction to juveniles to develop basic literacy and job skills. Juveniles who have not attained basic literacy skills should be required to attend remedial education classes on a daily basis during regular school days.**

Comment:

Without basic literacy and job skills, juveniles will have little chance of accessing educational and employment opportunities on discharge from the boot camp program. The educational program should set minimum literacy levels that conform to those established by applicable state or local educational agencies.

Vocational Program

1-JBC-5D-06 **Written policy, procedure, and practice provide for a vocational program that is consistent with the needs of the juvenile population.**

Comment:

A vocational program for those longer-term juveniles should include an evaluation of vocational needs and a method for providing for those needs.

1-JBC-5D-07 **Vocational training programs are integrated with academic programs and are relevant to the vocational needs of juveniles and employment opportunities in the community.**

Comment:

Relevant vocational training can occur through work assignments, apprenticeships, and on-the-job training. Employment opportunities can be assessed through contacts with local businesses, industries, and trade groups.

Community Resources

1-JBC-5D-08 **The institution uses business, industry, and community resources in developing academic and vocational training programs for selected juveniles.**

Comment:

None.

Certification and Evaluation

1-JBC-5D-09 **Written policy, procedure, and practice provide that the academic and vocational education programs are recognized, certified, or licensed by the state department of education or other recognized agency having jurisdiction. Programs up to the completion of high school and/or the GED are available at no cost to juveniles.**

Comment:

Correctional education programs must be at least equal in quality and requirements to equivalent programs in the community to ensure that student credits, certificates, and diplomas are accepted by employers and are transferable to schools and colleges after release. Recognition, certification, or licensure by the authority having jurisdiction legitimizes the correctional education program and allows opportunity for self-evaluation and outside evaluation; it also facilitates obtaining funding from state, federal, and private sources.

1-JBC-5D-10 **All academic and vocational training personnel are certified by a state department of education or other comparable authority.**

Comment:

All teachers, supervisors, and administrators should be certified and should receive additional training to meet the special needs of juveniles. Policies should also provide for emergency or temporary certification to facilitate hiring qualified personnel who lack complete or current certification.

Program Coordination

1-JBC-5D-11 **The educational program allows for flexible scheduling that permits juveniles to enter any time and to proceed at their own learning pace.**

Comment:

Juveniles vary greatly in learning ability, interest level, and motivation. The educational program should be structured so that a juvenile can enter at any time and proceed through the various grades at a comfortable pace. Individualized instruction is essential.

1-JBC-5D-12 **There is an annual evaluation to measure the effectiveness of the educational and vocational training programs against stated performance objectives.**

Comment:

The education/vocational program should be evaluated annually. The results of the evaluation should be submitted to the boot camp program administrator for review.

1-JBC-5D-13 **Juveniles are not permitted to perform any work prohibited by state and federal regulations and statutes pertaining to child labor.**

Comment:

Juveniles in boot camp facilities should not be permitted to perform work that juveniles in the community would be prohibited from performing pursuant to state and federal child labor laws.

1-JBC-5D-14 **Written policy, procedure, and practice provide incentives for educational participation and formal recognition of specific educational achievements.**

Comment:

Recognition of academic and vocational achievements, such as certification or graduation, is helpful to juveniles and provides general support for educational programs. Incentives may include pay, access to preferred jobs and/or educational programs, or special privileges.

Section E Library Services

Goal: To have a written body of policy and procedure that governs the boot camp program's library services

- Objectives:**
- to acquire library and reference materials
 - to promote the library's use by juveniles

Comprehensive Library Services

1-JBC-5E-01 **Written policy, procedure, and practice provide that the boot camp program maintains and/or provides access to comprehensive library services that include, but are not limited to, a reference collection containing general and specialized materials, and planned and continuous acquisition of other materials to meet the needs of the staff and juveniles.**

Comment:

The boot camp program's library service should be comparable to a public library, providing the following: logical organization of materials for convenient use; circulation of materials to satisfy the needs of users; information services; reader's advisory service to help provide users with suitable materials; promotion of use of library materials through publicity, book lists, special programs, book and film discussion groups, music programs, contests, and other appropriate means; a congenial library atmosphere; and educational and recreational audiovisual materials. The reference collection should contain specialized materials on such subjects as consumer skills, prerelease, finding employment, and education.

Program Coordination and Supervision

1-JBC-5E-02 **Written policy, procedure, and practice provide that the boot camp program has a qualified staff person who coordinates and supervises library services.**

Comment:

This position may be full-time or part-time and may be filled by a volunteer or contract personnel. The person in this position should receive training in library services if the person is not a trained librarian.

1-JBC-5E-03 **Written policy, procedure, and practice provide that there is available to the boot camp program a person with a master of library science degree who assists in coordinating and supervising library services and is responsible for training of all library staff.**

Comment:

A qualified librarian should be available to assist the staff member who coordinates and supervises library services in the boot camp program.

**Section F
Recreation and Activities**

Goal: To have a written body of policy and procedure that governs the boot camp program's recreation and activity programs

- Objectives:**
- to provide opportunity for juveniles' recreation
 - to promote physical fitness and good living habits

Physical Training Program

1-JBC-5F-01 The boot camp program provides juveniles with physical training opportunities that help increase stamina, well-being, self-esteem, and healthy behaviors.

Comment:
None.

Comprehensive Recreational Program

1-JBC-5F-02 A boot camp program of 50 or more juveniles has a full-time, qualified recreation director who plans and supervises all recreation programs. Facilities of less than 50 juveniles have a staff member trained in recreation or a related field.

Comment:
Recreation should be supervised and organized by a staff person trained in recreation or a related field. This position may be filled by a qualified volunteer or contract personnel. There should be one recreation worker for each 15 juveniles during recreation periods.

1-JBC-5F-03 Written policy, procedure, and practice grant juveniles access to recreational opportunities and equipment, including, when the climate permits, outdoor exercise.

Comment:
Exercise and recreation are essential to good health. The boot camp program should provide juveniles with a well-designed and comprehensive recreation program. Special effort should be made to provide daily physical exercise for those juveniles in restricted living units.

1-JBC-5F-04 Written policy, procedure, and practice provide for recreation schedules and a plan for constructive leisure time and activities.

Comment:
There should be opportunities for exercise and constructive leisure-time activity for at least two hours on school days and three hours on nonschool days, not including time spent watching television. Recreation should be organized and supervised by a staff member trained in physical education.

1-JBC-5F-05 A variety of fixed and movable equipment is provided for each indoor and outdoor recreation period.

Comment:
None.

Section G Religious Programs

Goal: To have a written body of policy and procedure that governs the boot camp program's religious programs for juveniles

- Objectives:**
- to provide the opportunity for juveniles to practice the requirements of their faith
 - to provide access to religious community resources

Program Coordination and Supervision

1-JBC-5G-01 **The boot camp program has a qualified staff person who coordinates the boot camp program's religious programs.**

Comment:

This position may be full time or part time and may be filled by volunteer or contract personnel. Appropriate training should be received by the person coordinating the program, if the person is not trained in religious programs.

1-JBC-5G-02 **There is a systematic approach to determine the personnel requirements for the religious programs to ensure all juveniles access to staff and services.**

Comment:

Provision should be made to formally determine each juvenile's religious beliefs and practices and to ensure that they are accommodated.

1-JBC-5G-03 **Written policy, procedure, and practice require that the boot camp program provide space and equipment needed to conduct and administer religious programs. The boot camp program makes available adult clergy to ensure confidentiality.**

Comment:

Sufficient space should be available for congregate worship/religious services, individual counseling, group counseling, religious studies, and chaplaincy offices. Equipment, office supplies, and secretarial help should be adequate to meet the needs of the religious program.

1-JBC-5G-04 **Written policy, procedure, and practice provide for juveniles to participate in religious services and counseling on a voluntary basis.**

Comment:

All program participants should have the opportunity to voluntarily practice their respective religion. Juveniles should be permitted to attend religious services of their choice in the community where possible and to receive visits from representatives of their respective faiths.

1-JBC-5G-05 **Written policy, procedure, and practice provide that juveniles have the opportunity to participate in practices of their religious faith that are deemed essential by the faith's judicatory, limited only by documentation showing threat to the safety of persons involved in such activity or that the activity itself disrupts order in the boot camp program.**

Comment:

Religious practices include, but are not limited to, access to religious publications, religious symbols, congregate worship/religious services in appropriate space, individual and group counseling, religious study classes, and adherence to dietary requirements. Juveniles in administrative segregation are allowed to participate in such religious practices subject to the same limitations stated in the standard. In determining what constitutes legitimate religious practices, the boot camp program administrator or designee should consider whether there is a body of literature stating religious principles that support the practices and whether the practices are recognized by a group of persons who share common ethical, moral, or intellectual views.

1-JBC-5G-06 **The chaplain, in cooperation with the boot camp program administrator or designee, approves donations of equipment or materials for use in religious programs.**

Comment:

Approval of donations helps ensure that equipment and materials are available for approved religious practices and helps avoid the accumulation of duplicate or inappropriate materials.

1-JBC-5G-07 **The chaplain has physical access to all areas of the facility to minister to juveniles and staff.**

Comment:

None.

1-JBC-5G-08 **The chaplain or religious staff person develops and maintains close relationships with religious sources in the community.**

Comment:

Community resources can help administer religious services on special holidays or as needed to meet the requirements of the diversity of religious faiths among juveniles.

Section H Mail, Telephone, Visiting

Goal: To have a written body of policy and procedure that governs the boot camp program's mail services, telephone services, and visiting procedures

- Objectives:**
- to implement a system for mail inspection
 - to provide a public phone for use by juveniles
 - to promote interaction with family members by providing for routine and special visits

Mail

1-JBC-5H-01 **Written policy and procedure governing correspondence of juveniles are made available to all staff and juveniles and are reviewed annually and updated as needed.**

Comment:

None.

1-JBC-5H-02 **When the juvenile bears the mailing cost, there is no limit on the volume of letters juveniles can send or receive.**

Comment:

None.

1-JBC-5H-03 **Written policy, procedure, and practice provide that indigent juveniles, as defined in policy, receive a specified postage allowance to maintain community ties.**

Comment:

A juvenile without financial resources should be provided the means to send a reasonable number of letters per month. Community ties include family, personal friends, and others, but do not include privileged communication to attorneys, public officials, and courts.

1-JBC-5H-04 **Written policy, procedure, and practice specify that juveniles are permitted to send sealed letters to a specified class of persons and organizations, including, but not limited to: courts, counsel, officials of the confining authority, administrators of grievance systems, and members of the releasing authority.**

Comment:

Mail from juveniles to a specified class of persons and organizations should not be opened. Mail to juveniles from this specified class of persons and organizations may be opened only to inspect for contraband and only in the presence of the juvenile.

1-JBC-5H-05 **Written policy, procedure, and practice grant juveniles the right to communicate or correspond with persons or organizations subject only to the limitations necessary to maintain boot camp program order and security.**

Comment:

Access to the public is an integral part of rehabilitation. Juveniles should be permitted to communicate with their families and friends, as well as with public officials, the courts, and their attorneys. No correspondence should be censored.

Access to Publications

1-JBC-5H-06 **Written policy, procedure, and practice govern juvenile access to publications.**

Comment:

Specific policies and procedures should define which publications are allowed in the boot camp program and how they will be inspected. Restrictions to access should be related directly to maintenance of boot camp program order and security.

Inspection of Letters and Packages

1-JBC-5H-07 **Written policy, procedure, and practice provide that juveniles' mail, both incoming and outgoing, may be opened and inspected for contraband. When based on legitimate boot camp program interests of order and security, mail may be read, censored, or rejected. The juvenile is notified when incoming or outgoing letters are withheld in part or in full.**

Comment:

Juveniles should be permitted uncensored correspondence so long as the correspondence poses no threat to the safety and security of the boot camp program, public officials, or the general public and is not being used to further illegal activities. Case law has defined legal limits. When mail is censored or rejected, the juvenile or author should be notified of the reasons for the action and have an opportunity to appeal that decision.

1-JBC-5H-08 **Written policy, procedure, and practice require that all cash received through the mail is held for the juvenile in accordance with the procedures approved by the parent agency.**

Comment:

The administration should have discretion to control the flow of cash to juveniles. However, when cash is intercepted and withheld by the boot camp program, it must be in accordance with written procedures that specify who is responsible for the cash, where it is to be deposited, and the method of return or transfer upon the juvenile's release or placement.

1-JBC-5H-09 **Written policy, procedure, and practice require that incoming and outgoing letters are held for no more than 24 hours, and packages for no more than 48 hours, excluding weekends and holidays.**

Comment:

Inspection for contraband in letters should take no longer than 24 hours to complete so that incoming letters should be distributed to juveniles and outgoing letters sent to the post office within 24 hours of receipt. Similarly, inspection of packages should take no longer than 48 hours to complete.

Forwarding of Mail

1-JBC-5H-10 **Written policy, procedure, and practice provide for the forwarding of first-class letters and packages after transfer or release.**

Comment:

All first-class letters and packages should be forwarded provided a forwarding address is available. If an address is not available, such letters and packages should be returned to the sender. Postal Service policy and procedure should be made available to juveniles.

Telephone

1-JBC-5H-11 **Written policy, procedure, and practice provide for juvenile access to the telephone to make and receive personal calls.**

Comment:

Telephone facilities should permit reasonable and equitable access to all juveniles and permit a reasonable amount of privacy. Procedures should specify the hours during which the telephone is available, the maximum length of calls, and any limitation on calls. All long-distance calls should be made collect.

Visitation

1-JBC-5H-12 **Written policy, procedure, and practice govern visiting and are reviewed annually and updated if needed.**

Comment:

Written policies and procedures that specify all regulations pertaining to visiting should be made available to all staff members, juveniles, and their visitors. Where necessary, these regulations should be translated into languages spoken by significant numbers of juveniles.

1-JBC-5H-13 **Written policy, procedure, and practice grant juveniles the right to receive visits, subject only to the limitations necessary to maintain boot camp program order and security.**

Comment:

Because strong family and community ties increase the likelihood that the juvenile will succeed after release, visits should be encouraged. Provision should be made for visitation in pleasant surroundings, with minimum surveillance to ensure privacy. Arrangements must be made to allow confidential visits with attorneys. No restrictions should be placed on juvenile visitation rights, except where the program administrator or designee can provide substantial justification for the restriction.

1-JBC-5H-14 **Written policy, procedure, and practice govern special visits.**

Comment:

Special visits may include visits from persons who have come long distances, visits to hospitalized juveniles, visits to juveniles in disciplinary status, and visits between juveniles and their attorneys, clergy, social service agency representatives, etc.

1-JBC-5H-15 **Written policy, procedure, and practice specify that visitors register on entry into the boot camp program and the circumstances under which visitors are searched and supervised during the visit.**

Comment:

Each visitor should register his or her name, address, and relation to the juvenile. Staff may search visitors and their belongings following written procedure.

1-JBC-5H-16 **The boot camp program provides information to visitors about transportation to the boot camp program and facilitates transportation between the boot camp program and nearby public transit terminals.**

Comment:

Facilities situated considerable distances from public transit terminals should try to provide transportation for visitors, particularly when transportation costs are significant.

Section I Release

Goal: To ensure a structured program to help juveniles make a satisfactory transition into the community upon their release

- Objectives:**
- to establish comprehensive release and aftercare planning
 - to facilitate reintegration into the community
 - to establish relapse prevention through linkages with other service providers

Release Preparation

1-JBC-5I-01 **Written policy, procedure, and practice provide for staff assistance in helping juveniles develop lifestyles, attitudes, and goals to enable them to successfully reintegrate into the community.**

Comment:

Transition back into the community is difficult for most incarcerated juveniles. Lack of lifeskills in seeking employment and taking care of themselves are some of the issues that impede a productive life for many. While at the boot camp, emphasis should be placed on skills development for juveniles based on their needs.

1-JBC-5I-02 **Written policy, procedure, and practice provide a need-specific and integrated aftercare service program to enable juveniles' reintegration into the community. This program includes, at a minimum, the following:**

- individual service plan
- educational/vocational plans
- employment counseling and resources
- substance abuse treatment programs
- medical care
- housing availability
- life skills information
- relapse prevention
- parole conditions
- legal requirements

Comment:

Successful reintegration into the community requires a sound aftercare program. Prerelease plans should be developed right at the initial phase of individual assessment and treatment planning. Juveniles should be familiar with their release plans and work toward these plans during their incarceration. The boot camp program should be able to provide assistance either directly or by referral to individuals or groups who can help juveniles locate appropriate housing, community resources, employment, etc. In order for juveniles to be aware of available sources, it is incumbent upon the boot camp program to periodically survey community agencies which serve juveniles and to maintain and distribute to all staff an inventory of those agencies currently operating.

- 1-JBC-5I-03** **Written policy, procedure, and practice include graduated release through a systematic decrease in supervision and corresponding increase in juvenile responsibility as part of the classification program.**

Comment:

When possible, provision should be made for work or study release, extended visits to family and community, or placement in a prerelease center or halfway house. Supervision should be decreased systematically, and the juvenile's progress should be evaluated on the basis of specified behavioral criteria rather than on sentence, time served, or subjective judgments regarding attitude.

- 1-JBC-5I-04** **Where statutes permit, written policy, procedure, and practice allow for juveniles' participation in employment, restitution, or school release programs.**

Comment:

Work or school release permits juveniles to leave the boot camp program during the day to engage in employment or in an acceptable educational or training program in the community. However, if a juvenile successfully participates in such a program, the juvenile's status should be reviewed by the juvenile court, and, unless justification can be shown, he/she should be transferred to a nonsecure community program or released to the care and custody of his/her family.

Escorted Leaves

- 1-JBC-5I-05** **Written policy, procedure, and practice provide for and govern escorted and unescorted or day leaves into the community.**

Comment:

There should be provision to escort juveniles into the community for needed medical and dental care, to visit ill family members or attend funerals, and to participate in community affairs and/or events that would have a positive influence on the juvenile. Unescorted or day leaves should be extended for a variety of reasons related to the juvenile's planned return to the community and consistent with public safety.

Victim Notification

- 1-JBC-5I-06** **Written policy, procedure, and practice provide that consistent with the laws of the jurisdiction, there is a system for providing notification to the registered victim(s) of a crime prior to any release from confinement of the adjudicated juvenile and/or escape from custody. Follow-up notification to victim(s) occurs when escapees are returned to custody.**

Comment:

An increasing number of jurisdictions are requiring the notification to the registered victim(s) of criminal act(s) prior to release of the person(s) convicted of the crime. When such legislation exists, the agency should provide the staff with a clear set of instructions to implement the legislation.

Final Release

1-JBC-5I-07 **The criteria that are employed by the releasing authority in making decisions are available in written form and are specific enough to permit consistent application to individual cases.**

Comment:

The fair application of discretion requires that a releasing authority articulates the basis of decision-making judgments. Such an expression is necessary for the equitable operation of the field supervision system and for the understanding of the public and the juvenile. Vague statements or pleas for total individualization in decision making are not sufficient. Criteria development is a difficult but central responsibility of the releasing authority and others who share the responsibility for the juvenile.

1-JBC-5I-08 **Juveniles are scheduled automatically for hearing and review by the releasing authority or designated agent when they are first legally eligible for release consideration or on completion of prescribed programs, in order to set a tentative release date.**

Comment:

It is essential that a juvenile be seen by a releasing authority representative relatively soon after entering the boot camp program, or as soon as the juvenile is first eligible for release consideration. At this time, the authority should explain to the juvenile the criteria for release. Juveniles, boot camp program personnel, and field staff should have a clear idea of the authority's view of the case as soon as possible to determine the factors that the authority sees as important to releasing the juvenile.

1-JBC-5I-09 **Juveniles are given the reasons for deferral of release in writing, and the decision is recorded in the case record.**

Comment:

In general, there is an expectation that a tentative release date once fixed will be observed unless sound reasons to the contrary are evidenced. From time to time, sufficient information will come to an authority's attention to require it to defer a date. In such a case, the authority makes a record of the specific reasons for the deferral of release and fixes a definite time for the next review of the case. The aim is to keep a clear release date, known to juveniles and corrections officials, and to articulate the reasons for various actions taken by the releasing authority. Temporary delays may be required because of circumstances surrounding a specific release plan or situation. These delays should be quite brief (no more than a few days) and controlled by authority policy and appropriate administrative review.

1-JBC-5I-10 **Written policy, procedure, and practice state that juveniles can be released earlier than initially anticipated, according to law and in conformity with the authority's previously established and written criteria.**

Comment:

It is essential that a releasing authority establish criteria that may be used to advance the release date of a juvenile. For example, the behavior of the juvenile in a community program, particularly meritorious efforts while in the boot camp program, or in a mutually agreed on program contract, may be among the conditions that a release authority might establish as legitimate criteria for advancing a release date.

- 1-JBC-5I-11** **The releasing authority has available in writing information about a juvenile's prior history, the juvenile's current situation, events in the case since any previous hearings, the juvenile's future plans, and relevant conditions in the community.**
-
- Comment:*
The degree to which a release hearing is effective will be determined in large measure by the quality and accuracy of the information that is available to the person hearing the case.
- 1-JBC-5I-12** **Materials in the case files are clearly identified as to source, verification, and confidentiality.**
-
- Comment:*
The degree to which a release hearing is effective will be determined in large measure by the accuracy of the material. One key to that assessment is knowing that the material has been verified and the nature of that verification. It is, therefore, imperative that all relevant materials in case files be labeled as to the extent and method of verification and the confidentiality of the file material.
- 1-JBC-5I-13** **Juveniles have access to the information that release decisions are based on, except information that, in accordance with the authority's written policy, is specifically classified as confidential.**
-
- Comment:*
None.
- 1-JBC-5I-14** **The releasing authority does not accept the presence of a detainer as an automatic deterrent to release. The authority pursues the basis of any such detainer and releases the juvenile to detainers when appropriate.**
-
- Comment:*
Detainers represent an outstanding charge that may or may not be adjudicated and should not automatically constitute a bar to release to an aftercare program or other approved placement. Staff should, as a matter of practice, trace detainers to determine their basis and probability of service. When appropriate, the releasing authority should release juveniles to detainers.
- 1-JBC-5I-15** **Written policy, procedure, and practice provide for a process for releasing juveniles at the end of their term that includes, but is not limited to, the following:**
- **verification of identity**
 - **verification of release papers**
 - **completion of release arrangements, including notification of the parole authorities in the jurisdiction of release, if required**
 - **return of personal effects or contraband**
 - **check to see that no boot camp program property leaves the program**
 - **arrangements for completion of any pending action, such as grievances or claims for damages or lost possessions**
 - **medical screening and arrangements for community follow-up where needed**
 - **instructions on forwarding of mail**
-
- Comment:*
The release process should ensure that all matters relating to the boot camp program are completed. If released to another agency or program, everyone involved should understand what is to occur with respect to timing, expectations, forwarding of records, and responsibility for completing the transfer.

Appendix A

Definition of "Qualified Individual" for Safety and Sanitation Inspections

Several standards refer to documentation and inspections by "qualified individuals." (For example, Safety and Emergency Procedures standards.) Such persons may also be referred to as "independent, qualified source," "qualified departmental staff member," "qualified designee," or "qualified fire and safety officer."

A "qualified individual" is a person whose training, education, and/or experience specifically qualifies him or her to do the job indicated in the standard.

I. General Requirements

When a standard calls for inspections, the individual conducting them needs to be trained in the application of appropriate codes and regulations. Standards do not specify the number of hours of training required, as this is determined in part by the tasks assigned. At a minimum, though, the qualified individual must (1) be familiar with the applicable codes and regulations and their requirements; (2) be able to use the appropriate instruments for measuring and documenting code compliance; (3) be able to complete checklists and prepare the necessary reports; and (4) have the authority to make corrections when deficiencies are found.

Training is often obtained from code officials or inspectors (fire marshals, building officials); government agencies that have statutory authority for inspections in a particular area (health department, labor department); or private organizations, such as the National Fire Protection Association. Often the individual obtains written certification or approval from these authorities to conduct in-house inspections. When trained and certified by the above sources to do so, a central office specialist may train and assist facility staff to conduct inspections.

II. Specific Requirements

A. Authority Having Jurisdiction

The term "authority having jurisdiction" is defined as follows:

The authority having jurisdiction must be knowledgeable about the requirements of the National Fire Protection *Life Safety Code*. The authority having jurisdiction may be a federal, state, local, or other regional department or individual, such as the fire chief, fire marshal, chief of a fire prevention bureau, labor department, health department, building official, electrical inspector, or others with statutory authority. The authority having jurisdiction may be employed by the department/agency, provided that he or she is not under the authority of the facility administrator and that the report generated is referred to higher authorities within the department/agency independent of influence by the facility administrator or staff. This rule applies no matter who generates the report.

The definition also applies to the terms "independent, qualified source" and "independent, outside source."

B. Inspections

Qualified individuals conducting the inspections required in the standards may be facility staff members.

The qualified individual responsible for conducting *monthly* inspections (e.g., fire and safety officer, safety/sanitation specialist) may be a facility staff member trained in the

application of jurisdictional codes and regulations. Periodically and as needed, this individual receives assistance from the independent authority or central office specialist(s) on requirements and inspections. This assistance may include participation in quarterly or biannual inspections. Training for the individual conducting the monthly inspections may be provided by the applicable agencies or through the agency's central office specialist(s).

The qualified departmental staff member who conducts *weekly* inspections of the facility may be a facility staff member who has received training in and is familiar with the safety and sanitation requirements of the jurisdiction. At a minimum, on-the-job training from the facility's safety/sanitation specialist or the fire and safety officer regarding applicable regulations is expected, including use of checklists and methods of documentation.

The periodic weekly and monthly inspections may be conducted by either a combination of qualified individuals or one specialist, as long as the schedules and minimum qualifications described above are met. Safety and sanitation inspections may be conducted by the same person, provided this individual is familiar with the regulations for both types of inspections. When safety and sanitation requirements differ substantially, it may sometimes be necessary to call on several qualified individuals to conduct the inspections required by the standards. Using more than one person is strongly recommended.

III. Compliance Audits

In conducting standards compliance audits, Commission Visiting Committees will review documentation submitted by the facilities to assist them in judging the qualifications of these individuals. In making compliance decisions, the audit teams will look closely at the facility's entire program—both practices and results—for ensuring safety and sanitation.

Appendix B

Guidelines for the Control and Use of Flammable, Toxic, and Caustic Substances

This appendix provides definitions and recommendations to assist agencies in the application of standards that address the control of materials that present a hazard to staff and offenders.

Substances that do not contain any of the properties discussed in the guidelines but are labeled "Keep out of reach of children" or "May be harmful if swallowed" are not necessarily subject to the controls specified in the guidelines. Their use and control, however, including the quantities available, should be evaluated and addressed in agency policy. Questions concerning the use and control of any substance should be resolved by examining the manufacturer's Material Safety Data Sheet.

I. Definitions

Flash point—The 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 in the vessel used).

Flammable liquid—A substance with a flash point below 100° Fahrenheit (37.8 degrees Centigrade). Classified by flash point as a Class I liquid. (See Table A.)

Combustible liquid—A substance with a flash point at or above 100° Fahrenheit. Classified by flash point as a Class II or Class III liquid. (See Table A.)

Toxic material—A substance that, through chemical reaction or mixture, can produce possible injury or harm to the body by entry through the skin, digestive tract, or respiratory tract. The toxicity is dependent on the quantity absorbed and the rate, method, and site of absorption. (See Table A.)

Caustic material—A substance capable of destroying or eating away by chemical reaction. (See Table A.)

It is possible that a substance may possess more than one of the above properties; therefore the safety requirements for all applicable properties should be considered.

II. General Guidelines

A. Issuance

All flammable, caustic, and toxic substances should be issued (e.g., drawn from supply points to canisters or dispensed) only under the supervision of authorized staff.

B. Amounts

All such substances should be issued only in the amount necessary for one day's needs.

C. Supervision

All persons using such substances should be closely supervised by qualified staff.

D. Accountability

All such substances must be accounted for before, during, and after their use.

Table A
Common Flammable, Toxic, and Caustic Substances

<p>Class I Liquids</p> <ul style="list-style-type: none"> Gasoline Benzine (Petroleum ether) Acetone Hexane Lacquer Lacquer thinner Denatured alcohol Ethyl alcohol Xylene (Xylol) Contact cement (flammable) Toluidi (Toluene) Methyl ethyl ether Methyl ethyl ketone Naphtha Y, M, and P <p>Class II Liquids</p> <ul style="list-style-type: none"> Diesel fuel Motor oil Kerosene Cleaning solvents Mineral spirits Agitene 	<p>Class III Liquids</p> <ul style="list-style-type: none"> Paints (oil base) Linseed oil Mineral oil Neatsfoot oil Sunray conditioner Guardian fluid <p>Toxic Substances</p> <ul style="list-style-type: none"> Ammonia Chlorine Antifreeze Duplicating fluid Methyl alcohol (Wood alcohol or Methanol) Defoliant Herbicides Pesticides Rodenticides <p>Caustic Substances</p> <ul style="list-style-type: none"> Lye Muriatic acid Caustic soda Sulfuric acid Tannic acid
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III. Specific Guidelines for Storage, Use, and Disposal

A. Flammable and Combustible Liquids

Any liquid or aerosol that is required to be labeled "flammable" or "combustible" under the Federal Hazardous Substances Labeling Act must be stored and used according to label recommendations and in a way that does not endanger life and property.

1. Storage

Lighting fixtures and electrical equipment in flammable liquid storage rooms must conform to the *National Electrical Code* requirements for installation in hazardous locations.

Storage rooms must meet the following specifications:

- be of fire-resistant construction and properly secured
- have self-closing fire doors at all openings
- have either a four-inch sill or a four-inch depressed floor (inside storage rooms only)
- have a ventilation system—either mechanical or gravity flow within twelve inches of the floor—that provides at least six air changes per hour in the room

Each storage cabinet must be

- properly constructed and securely locked
- conspicuously labeled "Flammable—Keep Fire Away"
- used to store no more than sixty gallons of Class I or Class II liquids or 120 gallons of Class III liquids

Storage rooms and cabinets must be properly secured and supervised by an authorized staff member any time they are in use. Doors and cabinets shall be placed so that they do not obstruct access to exits, stairways, and other areas normally used for evacuation in the event of fire or other emergency.

All portable containers for flammable and combustible liquids other than the original shipping containers must be approved safety cans listed or labeled by a nationally recognized testing laboratory. Containers should bear legible labels identifying the contents.

All excess liquids should remain in their original container in the storage room or cabinet. All containers should be tightly closed when not in use.

2. Use

The use of any flammable or combustible liquid must conform with the provisions and precautions listed in the manufacturer's Material Safety Data Sheet.

Flammable and combustible liquids can be dispensed only by an authorized staff member. The only acceptable methods for drawing from or transferring these liquids into containers inside a building are (1) through a closed piping system, (2) from safety cans, (3) by a device drawing through the top, or (4) by gravity through an approved self-closing system. An approved grounding and bonding system must be used when liquids are dispensed from drums.

Only liquids with a flash point at or above 100° Fahrenheit (e.g., Stoddard solvents, kerosene) can be used for cleaning. Such operations must be performed in an approved parts cleaner or dip-tank fitted with a fusible link lid with a 160° Fahrenheit melting-temperature link. *Under no circumstances may flammable liquids be used for cleaning.*

3. Disposal

Excess flammable or combustible liquids must be disposed of properly. The Material Safety Data Sheet for each substance prescribes the proper method of disposal and related precautions.

4. Spills

Information on the proper course of action for chemical spills is contained in the Material Safety Data Sheet for each substance.

B. Toxic and Caustic Substances

1. Storage

All toxic and caustic materials are to be stored in their original containers in a secure area in each department. The manufacturer's label must be kept intact on the container.

2. Use

Toxic and caustic substances can be drawn only by a staff member. The Material Safety Data Sheet for each substance details the necessary provisions and precautions for its use.

Unused portions are to be returned to the original container in the storage area or, if appropriate, stored in the storage area in a suitable, clearly labeled container.

3. Disposal

See disposal guidelines for Flammable and Combustible Liquids above.

4. Spills

See spills guidelines for Flammable and Combustible Liquids above.

C. Poisonous Substances

Poisonous substances or chemicals are those that pose a very high (Class I) caustic hazard due to their toxicity. Examples: methyl alcohol, sulfuric acid, muriatic acid, caustic soda, tannic acid. There are special precautions on the control and use of methyl alcohol (also known as wood alcohol or methanol), which is a flammable, poisonous liquid commonly used in industrial applications (e.g., shellac thinner, paint solvent, duplicating fluid, solvents for leather cements and dyes, flushing fluid for hydraulic brake systems). *Drinking methyl alcohol can cause death or permanent blindness.*

The use of any product containing methyl alcohol must be directly supervised by staff. Products containing methyl alcohol in a diluted state, such as shoe dye, may be issued to inmates or residents, but only in the smallest workable quantities.

Immediate medical attention is imperative whenever methyl alcohol poisoning is suspected.

D. Other Toxic Substances

1. Permanent antifreeze containing ethylene glycol should be stored in a locked area and dispensed only by authorized staff.
2. Typewriter cleaner containing carbon tetrachloride or trichloroethane should be dispensed in small quantities and used under direct supervision.
3. The use of cleaning fluid containing carbon tetrachloride or tetrachloride or trichloroethylene must be strictly controlled.
4. Glues of all types may contain hazardous chemicals and should receive close attention at every stage of handling. Nontoxic products should be used when possible. Toxic glues must be stored under lock and used under close supervision.
5. The use of dyes and cements for leather requires close supervision. Nonflammable types should be used whenever possible.
6. Ethyl alcohol, isopropyl alcohol, and other antiseptic products should be stored and used only in the medical department. The use of such chemicals must be closely supervised. Whenever possible, such chemicals should be diluted and issued only in small quantities so as to prevent any injurious or lethal accumulation.

7. Pesticides contain many types of poisons. The staff member with responsibility for the facility's safety program should be responsible for purchasing, storing, and dispensing any pesticide. All pesticides should be stored under lock. NOTE: Only chemicals approved by the Environmental Protection Agency shall be used. DDT and 1080 (sodium fluoracetate) are among those chemicals absolutely prohibited.
8. Herbicides must be stored under lock. The staff member responsible for herbicides must have a current state license as a Certified Private Applicator. Proper clothing and protective gear must be used when applying herbicides.
9. Lyes must be used only in dye solutions and only under the direct supervision of staff.

IV. Responsibilities

A. Inventories

Constant inventories should be maintained for all flammable, toxic, and caustic substances used and stored in each department. A bin record card should be maintained for each such substance to accurately reflect acquisitions, disbursements, and the amounts on hand.

B. Departmental Files

Each department using any flammable, toxic, or caustic substance should maintain a file of the manufacturer's Material Safety Data Sheet for each substance. This file should be updated at least annually. The file should also contain a list of all areas where these substances are stored, along with a plant diagram and legend. A copy of all information in the file, including the Material Safety Data Sheets, should be supplied to the staff member responsible for the facility's safety program.

C. Master Index

The person responsible for the facility's safety program should compile a master index of all flammable, caustic, and toxic substances in the facility, including their locations and Material Safety Data Sheets. This information should be kept in the safety office (or comparable location) and should be supplied to the local fire department. The master index should also contain an up-to-date list of emergency phone numbers (e.g., local fire department, local poison control center).

D. Personal Responsibility

It is the responsibility of each person using these substances to follow all prescribed safety precautions, wear personal protective equipment when necessary, and report all hazards or spills to the proper authority. The protection of life, property, and the environment depends on it.

Glossary

Absconder— An offender who fails to report for probation or aftercare supervision or an escapee or runaway.

Adjudicatory hearing— A hearing to determine whether the allegations of a petition are supported by the evidence beyond a reasonable doubt or by the preponderance of the evidence.

Administrative segregation — A form of separation from the general population administered by the classification committee or other authorized group when the continued presence of the inmate in the general population would pose a serious threat to life, property, self, staff, or other inmates or to the security or orderly running of the institution. Inmates pending investigation for trial on a criminal act or pending transfer also can be included. (See *Protective custody* and *Segregation*.)

Administrator of field services — The individual directly responsible for directing and controlling the operations of the adult probation and/or parole field services program. This person may be a division head in a large correctional agency, a chief probation officer answering to a judge, or the administrative officer of a court or parole authority with responsibility for the field services program.

Admission — The process of entry into a program. During admission processing, the juvenile or adult offender receives an orientation to program goals, rules, and regulations. Assignment to living quarters and to appropriate staff also is completed at this time.

Adult community residential service — Also referred to as halfway house, a community-based program providing group residence (such as a house, work release center, prerelease center) for probationers, parolees, residents in incarcerated status, and referrals through the courts or other agencies. Clients also may receive these services from the agency on a nonresidential basis. (See *Out-client*.)

Adult correctional institution — A confinement facility, usually under state or federal auspices, that has custodial authority over adults sentenced to confinement for more than one year.

Adult detention facility or jail — A local confinement facility with temporary custodial authority. Adults can be confined pending adjudication for 48 hours or more and usually for sentences of up to two years.

Affirmative action — A concept designed to ensure equal opportunity for all persons regardless of race, religion, age, sex, or ethnic origin. These equal opportunities include all personnel programming, such as selection, retention, rate of pay, demotion, transfer, layoff, termination, and promotion.

Aftercare — Control, supervision, and care exercised over juveniles released from facilities through a stated release program. (See *Releasing authority*.)

Agency — The unit of a governing authority that has direct responsibility for the operations of a corrections program, including the implementation of policy as set by the governing authority. For a community residential center, this would be the administrative headquarters of the facilities. A single community facility that is not a part of a formal consolidation of community facilities is considered to be an agency. In a public agency, this could be a probation department, welfare department, or similar agency. For a juvenile correctional organization, this would be the central office responsible for governing the juvenile correctional system for the jurisdiction.

Agency administrator — The administrative officer appointed by the governing authority or designee who is responsible for all operations of the agency, such as the department of corrections or parole, and all related programs under his or her control.

Agency industries administrator — The individual who has functional responsibility for industries operations throughout the correctional system. Titles, such as head of industries, superintendent, chief, director, or general manager, may be used to denote this position.

Alternative meal service — Special foods provided to comply with the medical, religious, or security requirements. Alternative meals must always be designed to ensure that basic health needs are met and are provided in strict compliance with the policies signed by the chief executive officer, the chief medical officer, and for the religious diets, by the appropriate religious leader.

Audit — An examination of agency or facility records or accounts to check their accuracy, which is conducted by a person or persons not directly involved in the creation and maintenance of these records or accounts. An independent audit results in an opinion that either affirms or disaffirms the accuracy of records or accounts. An operational or internal audit usually results in a report to management that is not shared with those outside the agency.

Booking — Both a law enforcement process and a detention facility procedure. As a police administrative action, it is an official recording of an arrest and the identification of the person, place, time, arresting authority, and reason for the arrest. In a detention facility, it is a procedure for the admission of a person charged with or convicted for an offense, which includes searching, fingerprinting, photographing, medical screening, and collecting personal history data. Booking also includes the inventory and storage of the individual's personal property.

Boot camp — A short-term correctional unit designed to combine elements of basic military training programs and appropriate correctional components.

Camp — A nonsecure residential program located in a relatively remote area. The residents participate in a structured program that emphasizes outdoor work, including conservation and related activities. There are often 20 to 60 residents in these facilities.

Career development plan — The planned sequence of promotions within an agency that contains provision for (1) vertical movement throughout the entire range of a particular discipline, (2) horizontal movement encouraging lateral and promotional movement between disciplines, and (3) opportunity for all to compete for the position of head of the agency. Progression along these three dimensions can occur as long as the candidate has the ambition, ability, and required qualifications.

Case conference — A conference between individuals working with the juvenile or adult offender to see that court-ordered services are being provided.

Casework — The function of the caseworker, social worker, or other professional in providing social services, such as counseling, to individuals in custody.

Cellblock — A group or cluster of single and/or multiple occupancy cells or detention rooms immediately adjacent and directly accessible to a day or activity room. In some facilities, the cellblock consists of a row of cells fronted by a dayroom of corridor-like proportions.

Chemical agent — An active substance, such as tear gas, used to defer activities that might cause personal injury or property damage.

Chief of police — A local law enforcement official who is the appointed or elected chief executive of a police department and is responsible for the operation of the city jail or lockup.

Chronic care — Health care provided to patients over a long period of time.

Classification — A process for determining the needs and requirements of those for whom confinement has been ordered and for assigning them to housing units and programs according to their needs and existing resources.

Co-correctional facility — An institution designed to house both male and female juvenile or adult offenders.

Code of ethics — A set of rules describing acceptable standards of conduct for all employees.

Committing authority — The agency or court responsible for placing a youth in a program.

Community resources — Human services agencies, service clubs, citizen interest groups, self-help groups, and individual citizen volunteers that offer services, facilities, or other functions that can meet the needs of the facility or have the potential to assist residents. These various resources, which may be public or private, national or local, may assist with material and financial support, guidance, counseling, and supportive services.

Contraband — Any item possessed by confined juvenile or adult offenders or found within the facility that is illegal by law or expressly prohibited by those legally charged with the administration and operation of the facility or program.

Contractor — A person or organization that agrees to furnish materials or to perform services for the facility or jurisdiction at a specified price. Contractors operating in correctional facilities are subject to all applicable rules and regulations for the facility.

Contractual arrangement — An agreement with a private party (such as an incorporated agency or married couple) to provide services to juvenile or adult offenders for compensation. (See *Independent operator*.)

Control center — A very secure, self-contained unit designed to maintain the security of the facility. Policies governing the design, staffing, and accessibility of the control center ensure that it cannot be commandeered by unauthorized persons.

Corporal punishment — Any act of inflicting punishment directly on the body, causing pain or injury.

Correctional facility — A facility used for the incarceration of individuals accused or convicted of criminal activity. A correctional facility is managed by a single chief executive officer with broad authority for the operation of the facility. This authorization typically includes the final authority for decisions concerning (1) the employment or termination of staff members, and (2) the facility operation and programming within guidelines established by the parent agency or governing body.

A correctional facility also must have (1) a separate perimeter that precludes the regular commingling of the inmates with inmates from other facilities, (2) a separate facility budget managed by a chief executive officer within guidelines established by the parent agency or governing authority, and (3) staff that is permanently assigned to the facility.

Counseling — Planned use of interpersonal relationships to promote social adjustment. Counseling programs provide opportunities to express feelings verbally with the goal of resolving the individual's problems. At least three types of counseling may be provided: individual, a one-to-one relationship; small group counseling; and large group counseling in a living unit.

County parole — The status of a county jail inmate who, convicted of a misdemeanor and conditionally released from a confinement facility prior to the expiration of sentence, has been placed under supervision in the community for a period of time.

Delinquent act — An act that, if committed by an adult, would be considered a crime.

Delinquent youth — Also referred to as a juvenile delinquent or a criminal-type offender, a youth who has been charged with or adjudicated for conduct that would, under the law of the jurisdiction in which the offense was committed, be a crime if committed by an adult. (See also *Status offender* and *Juvenile*.)

Detainee — Any person confined in a local detention facility not serving a sentence for a criminal offense.

Detainer — A warrant placed against a person in a federal, state, or local correctional facility that notifies the holding authority of the intention of another jurisdiction to take custody of that individual when he or she is released.

Detention warrant — A warrant that authorizes the arrest and temporary detention of a parolee pending preliminary revocation proceedings. A detention warrant should be distinguished from a warrant for the return of a parolee to prison, although return warrants are sometimes used as detainers. For the purpose of these standards, return warrants used as detainers are also deemed to be detention warrants.

Direct supervision — A method of inmate management that ensures continuing direct contact between inmates and staff by posting an officer(s) inside each housing unit. Officers in general housing units are not separated from inmates by a physical barrier. Officers provide frequent, non-scheduled observation of and personal interaction with inmates.

Disciplinary detention — A form of separation from the general population in which inmates committing serious violations of conduct regulations are confined by the disciplinary committee or other authorized group for short periods of time to individual cells separated from the general population. Placement in detention may only occur after a finding of rule violation at an impartial hearing and when there is not adequate alternative disposition to regulate the inmate's behavior. (See also *Protective custody* and *Segregation*.)

Disciplinary hearing — A nonjudicial administrative procedure to determine if substantial evidence exists to find an inmate guilty of a rule violation.

Dispositional hearing — A hearing held subsequent to the adjudicatory hearing in order to determine what order of disposition (e.g., probation, training school, foster home) should be made concerning a juvenile adjudicated as delinquent.

Diversion — The official halting or suspension, at any legally prescribed point after a recorded justice system entry, of formal criminal or juvenile justice proceedings against an alleged offender. The suspension of proceedings may be in conjunction with a referral of that person to a treatment or care program administered by a nonjudicial agency or a private agency, or there may be no referral.

Due process safeguards — Those procedures that ensure just, equal, and lawful treatment of an individual involved in all stages of the juvenile or criminal justice system, such as a notice of allegations, impartial and objective fact finding, the right to counsel, a written record of proceedings, a statement of any disposition ordered with the reasons for it, and the right to confront accusers, call witnesses, and present evidence.

Education program — A program of formal academic education or a vocational training activity designed to improve employment capability.

Educational release — The designated time when residents or inmates leave the program or institution to attend school in the community and return to custody after school hours.

Emergency — Any significant disruption of normal facility or agency procedure, policy, or activity caused by riot, escape, fire, natural disaster, employee action, or other serious incident.

Emergency care — Care of an acute illness or unexpected health care need that cannot be deferred until the next scheduled sick call. Emergency care shall be provided to the resident population by the medical director, physician, or other staff, local ambulance services, and/or outside hospital emergency rooms. This care shall be expedited by following specific written procedures for medical emergencies described in the standards.

Environmental health — All conditions, circumstances, and surrounding influences that affect the health of individuals or groups in the area.

Facility — A place, institution, building (or part thereof), set of buildings, or area (whether or not enclosing a building or set of buildings) that is used for the lawful custody and/or treatment of individuals. It may be owned and/or operated by public or private agencies and includes the staff and services as well as the buildings and grounds.

Facility administrator — Any official, regardless of local title (e.g., sheriff, chief of police, administrator, warden/superintendent) who has the ultimate responsibility for managing and operating the facility.

Field agency — The unit of a governing authority that has direct responsibility for the provision of field supervision services and for the carrying out of policy as set by the governing authority.

Field services — Services provided to delinquent youth, status offenders, or adult offenders in the community by probation, parole, or other agencies.

Field staff — The professionals assigned case responsibility for control, supervision, and provision of program services to delinquent youth or adult offenders. (Sometimes referred to as field workers.)

First aid — Care for a condition that requires immediate assistance from an individual trained in first aid care and the use of the facility's first aid kits.

Fiscal position control — The process that ensures that individuals on the payroll are legally employed, positions are authorized in the budget, and funds are available.

Foot-candle — A unit for measuring the intensity of illumination, defined as the amount of light thrown on a surface one foot away from the light source.

Furlough or Temporary leave — A period of time during which a resident is allowed to leave the facility and go into the community unsupervised.

Good-time — A system established by law whereby a convicted offender is credited a set amount of time, which is subtracted from his or her sentence, for specified periods of time served in an acceptable manner.

Governing authority — In public/governmental agencies, the administrative department or division to which the agency reports; the policy-setting body. In private agencies, this may be an administrative headquarters, central unit, or the board of directors or trustees.

Grievance/Grievance process — A circumstance or action considered to be unjust and grounds for complaint or resentment and/or a response to that circumstance in the form of a written complaint filed with the appropriate body.

Handicapped — Having a mental or physical impediment or disadvantage that substantially limits an individual's ability to use programs or services.

Health authority — The physical, health administrator, or agency responsible for the provision of health care services at an institution or system of institutions; the responsible physician may be the health authority.

Health care — The sum of all action taken, preventative and therapeutic, to provide for the physical and mental well-being of a population. Includes medical and dental services, mental health services, nursing, personal hygiene, dietary services, and environmental conditions.

Health care personnel — Individuals whose primary duty is to provide health services to inmates in keeping with their respective levels of health care training or experience.

Health-trained personnel or Medically-trained personnel — Correctional officers or other correctional personnel who may be trained and appropriately supervised to carry out specific duties with regard to the administration of health care.

Hearing — A proceeding to determine a course of action, such as the placement of a juvenile or adult offender, or to determine guilt or innocence in a disciplinary matter. Argument, witnesses, or evidence are heard by a judicial officer or administrative body in making the determination.

Hearing examiner — An individual appointed by the parole authority who conducts hearings for the authority. His or her power of decision making may include, but not be limited to, making parole recommendations to granting, denying, or revoking parole.

Holding facility or Lockup — A temporary confinement facility, for which the custodial authority is usually less than forty-eight hours, where arrested persons are held pending release, adjudication, or transfer to another facility.

Holidays — All days legally designated as nonworkdays by statute or by the chief governing authority of a jurisdiction.

Independent operator — A person or persons who contracts with a correctional agency or other governmental agency to operate and manage a correctional program or facility.

Independent source — A person, organization, or group that acts independently from the correctional unit being evaluated. An independent source may not be a staff member who reports to the chief executive officer of the unit being audit.

Indigent — An individual with no funds or source of income.

Industries — An activity existing in a correctional system that uses inmate labor to produce goods and/or services for sale. These goods and/or services are sold at prices calculated to recover all or a substantial portion of costs associated with their production and may include a margin of profit. Sale of the products and/or services is not limited to the institution where the industries activity is located.

Information system — The concepts, personnel, and supporting technology for the collection, organization, and delivery of information for administrative use. There are two such types of information: (1) standard information, consisting of the data required for operations control such as the daily count, payroll data in a personnel office, probation/parole success rates, referral sources, and caseload levels; (2) demand information, consisting of information that can be generated when a report is required, such as information on the number of residents in educational and training programs, duration of residence, or the number of residents eligible for discharge during a twelve-month period by offense, sentence, and month of release. (Also referred to as a management information system.)

Informed consent — The agreement by a patient to a treatment, examination, or procedure after the patient receives the material facts regarding the nature, consequences, risks, and alternatives concerning the proposed treatment, examination, or procedure.

Inmate — Any individual, whether in pretrial, unsentenced, or sentenced status, who is confined in a correctional facility.

Institution industries manager — The individual designated as responsible for industries operations at a specific institution in the correctional system.

Interstate compact for the supervision of probationers and parolees — An agreement entered into by eligible jurisdictions in the United States and its territories that provides the criteria for these jurisdictions to cooperate in working with probations and releases.

Interstate compact on juveniles — An agreement authorizing the interstate supervision of juvenile delinquents. This can also include the cooperative institutionalization of special types of delinquent juveniles, such as psychotics and defective delinquents.

Judicial review — A proceeding to reexamine the course of action or continued confinement of a juvenile in a secure detention facility. Arguments, witnesses, or evidence are not required as part of the review. Reviews may be conducted by a judge, judicial officer, or an administrator who has been delegated the authority to release juveniles from secure detention with the approval of the judge.

Juvenile — A person under the age of twenty-one, or as defined in the local jurisdiction as under the age of majority.

Juvenile community residential program — A program housed in a structure without security fences and security hardware or other major restraining construction typically associated with correctional facilities, such as a converted apartment building or private home. They are not constructed as or intended to be detention facilities. Except for daycare programs, they provide twenty-four-hour care, programs, and supervision to juveniles in residence. Their focus is on providing the juvenile with positive adult models and program activities that assist in resolving problems specific to this age group in an environment conducive to positive behavior in the community.

Juvenile day treatment program — A program that provides services to juveniles who live at home and report to the program on a daily basis. Juveniles in these programs require more attention than that provided by probation and aftercare services. Often the program operates its own education program through the local school district. The population is usually drawn from court commitments but may include juveniles enrolled as a preventive or diversionary measure. The program may operate as part of a residential program, and it may provide space for occasional overnight stays by program participants where circumstances warrant additional assistance.

Juvenile detention — Temporary care of juvenile offenders and juveniles alleged to be delinquent who require secure custody in a physically restricting facility.

Juvenile group home — A nonsecure residential program emphasizing family-style living in a homelike atmosphere. Program goals are similar to those for large community residential programs. Although group homes usually house youth who are court-committed, they also house abused or neglected youths who are placed by social agencies. Small group homes serve from four to eight youths; large group homes serve eight to twelve. Their age ranges from ten to seventeen, with the concentration from thirteen to sixteen.

Juvenile intake — The process of determining whether the interests of the public or the juvenile require the filing of a petition with the juvenile court. Generally an intake officer receives, reviews, and processes complaints, recommends detention or release, and provides services for juveniles and their families, including diversion and referral to other community agencies.

Juvenile ranch — A nonsecure residential program providing services to youths in a rural setting. Typically, the residents participate in a structured program of education, recreation, and facility maintenance, including responsibility for the physical plant, its equipment, and livestock. Often there are twenty to sixty juveniles in the ranch setting, ranging in age from thirteen to eighteen.

Life Safety Code — A manual published and updated by the National Fire Protection Association specifying minimum standards for fire safety necessary in the public interest. Two chapters are devoted to correctional facilities.

Major equipment — All equipment that is securely and permanently fastened to the building or any equipment with current book value of \$1,000 or more.

Major infraction — A rule infraction involving a grievous loss and requiring imposition of due process procedures. Major infractions include (1) violations that may result in disciplinary detention or administrative segregation; (2) violations for which punishment may tend to increase an inmate's sentence, such as extending parole eligibility; (3) violations that may result in a forfeiture, such as loss of good-time or work time; and (4) violations that may be referred for criminal prosecution.

Medical records — Separate records of medical examinations and diagnoses maintained by the responsible physician. The date and time of all medical examinations and copies of standing or direct medical orders from the physician to the facility staff should be transferred to the resident record.

Medical restraints — Either chemical restraints, such as sedatives, or physical restraints, such as straitjackets, applied only for medical or psychiatric purposes.

Medical screening — A system of structured observation/initial health assessment to identify newly arrived juvenile or adult offenders who pose a health or safety threat to themselves or others.

Mentally retarded — Describes an individual who functions at a subaverage general intellectual level and is deficient in adaptive behavior.

NFPA — National Fire Protection Association. Publishes the *Life Safety Code*.

National uniform parole reports system — A cooperative effort sponsored by the National Parole Institute that calls for the voluntary cooperation of all federal and state authorities having responsibility for felony offenders in developing some common terms to describe parolees — their age, sex, and prior record — and some common definitions to describe parole performance. These types of data allow comparisons across states and other jurisdictions.

Not Applicable — A term used in the accreditation process to describe a standard that does not apply to the correctional unit being audited. While the initial determination of applicability is made by ACA staff and/or the audit team, the final decision rests with the hearing panel.

Offender — An individual convicted or adjudicated of a criminal offense.

Official personnel file — A current and accurate record of the employee's job history, including all pertinent information relating to that history.

Operating unit — One distinct operation of the industries activity, which may be operated as a cost center or separate accounting entity. It may take the form of a manufacturing operation (e.g., furniture making, clothing production), an agricultural operation (e.g., dairy or poultry farming, crop or orchard farming, raising beef or pork), or a service activity (e.g., warehouse, keypunch, microfilming, laundering, auto repair, etc.).

Out-client — An individual who does not live at the facility but who may take advantage of facility services and programs.

Parent — The individual with whom a juvenile regularly lives and who is the natural, adoptive, or surrogate parent.

Parent government organization — Also referred to as a parent agency, the administrative department or division to whom the agency seeking accreditation reports; the policy-setting body.

Parole authority — The decision-making body that has responsibility to grant, deny, and revoke parole. In some jurisdictions it is called the parole board or the parole commission. The term parole authority includes all of these bodies.

Parole hearing — A procedure conducted by a parole authority member and/or hearing examiner in which all pertinent aspects of an eligible inmate's case are reviewed to make a decision or recommendation that would change the inmate's legal status and/or degree of freedom.

Permanent status — A personnel status that provides due process protection prior to dismissal.

Petition — An application for a court order or other judicial action. For example, a delinquency petition is an application for the court to act in the matter of a juvenile apprehended for a delinquent act.

Physical examination — A thorough evaluation of a patient's current physical condition and medical history conducted by or under the supervision of a licensed professional.

Placing authority — The agency or body with the authority to order a juvenile into a specific dispositional placement. This may be the juvenile court, the probation department, or another duly constituted and authorized placement agency, or a contract with service providers for placement services.

Plan of action — A description of action steps designed to correct a condition that has caused a determination of noncompliance with a standard.

Policy — A course or line of action adopted and pursued by an agency that guides and determines present and future decisions and actions. Policies indicate the general course or direction of an organization within which the activities of the personnel must operate. They are statements of guiding principles that should be followed in directing activities toward the attainment of objectives. Their attainment may lead to compliance with standards as well as compliance with the overall goals of the agency or system.

Population center — A geographical area containing at least 10,000 people, along with public safety services, professional services, employment and educational opportunities, and cultural/recreational opportunities.

Preliminary hearing — A hearing at which it is determined whether probable cause exists to support an allegation of parole violation, pending a revocation hearing by the parole authority.

Pretrial release — A procedure whereby an accused individual who had been taken into custody is allowed to be released before and during his or her trial.

Probation — A court-ordered disposition alternative through which a convicted adult offender or an adjudicated delinquent is placed under the control, supervision, and care of a probation field staff member.

Procedure — The detailed and sequential actions that must be executed to ensure that a policy is fully implemented. It is the method of performing an operation or a manner of proceeding on a course of action. It differs from a policy in that it directs action in a particular situation to perform a specific task within the guidelines of policy.

Professional association — A collective body of individuals engaged in a particular profession or vocation. The American Correctional Association, the American Medical Association, and the National Association of Clinical Psychologists are examples of professional associations, of which there are hundreds in the United States.

Professional staff — Social workers, probation officers, and other staff assigned to juvenile and adult offender cases. These individuals generally possess bachelor's degrees and advanced training in the social or behavioral sciences.

Program — The plan or system through which a correctional agency works to meet its goals; often this program requires a distinct physical setting, such as a correctional institution, community residential facility, group home, or foster home.

Program director — The individual directly in charge of the program, who may also be called the administrator, superintendent, or houseparent.

Protective custody — A form of separation from the general population for inmates requesting or requiring protection from other inmates for reasons of health or safety. The inmate's status is reviewed periodically by the classification committee or other designated group. (See *Administrative segregation* and *Disciplinary detention*.)

Records (juvenile and adult offenders) — Information concerning the individual's delinquent or criminal, personal, and medical history and behavior and activities while in custody, including but not limited to commitment papers, court orders, detainers, personal property receipts, visitors lists, photographs, fingerprints, type of custody, disciplinary infractions and actions taken, grievance reports, work assignments, program participation, and miscellaneous correspondence.

Referral — The process by which a juvenile or adult offender is introduced to an agency or service that can provide the assistance needed.

Release on bail — The release by a judicial officer of an accused individual who has been taken into custody on the accused's promise to appear in court as required for criminal proceedings.

Releasing authority — The decision-making body and/or individual that has the responsibility to grant, deny, and revoke release from a juvenile institution or program of supervision. In some jurisdictions it is called the parole board or the parole commission. (See *Aftercare*.)

Renovation — A significant structural or design change in the physical plant of a facility.

Responsible physician — An individual licensed to practice medicine and provide health services to the inmate population of the facility and/or the physician at an institution with final responsibility for decisions related to medical judgements.

Revocation hearing — A hearing before the parole authority at which it is determined whether revocation of parole should be made final.

Safety equipment — Primarily firefighting equipment, e.g., chemical extinguishers, hoses, nozzles, water supplies, alarm systems, sprinkler systems, portable breathing devices, gas masks, fans, first aid kits, stretchers, and emergency alarms.

Safety vestibule — In a correctional facility, a grill cage that divides the inmate areas from the remainder of the institution. They must have two doors or gates, only one of which opens at a time, to permit entry to or exit from inmate areas in a safe and controlled manner.

Sally port — An enclosure situated in the perimeter wall or fence of a correctional facility containing gates or doors at both ends, only one of which opens at a time, ensuring there will be no breach in the perimeter security of the institution. The sally port may handle either pedestrian or vehicular traffic.

Secure institution — Any facility that is designed and operated to ensure that all entrances and exits are under the exclusive control of the facility's staff, thereby not allowing an inmate/resident to leave the facility unsupervised or without permission.

Security or Custody — The degree of restriction of inmate movement within a detention/correctional facility, usually divided into maximum, medium, and minimum risk levels.

Security devices — Locks, gates, doors, bars, fences, screens, ceilings, floors, walls, and barriers used to confine and control detained individuals. Also included are electronic monitoring equipment, security alarm systems, security lights, auxiliary power supplies, and other equipment used to maintain facility security.

Security perimeter — The outer portions of a facility that provide for secure confinement of facility inmates/residents. The design of the perimeter may vary depending on the security classification of the facility.

Segregation — The confinement of an inmate to an individual cell that is separated from the general population. There are three forms of segregation: administrative segregation, disciplinary detention, and protective custody.

Self-insurance coverage — A statewide system designed to insure the payment of all legal claims for injury or damage incurred as a result of the actions of state officials, employees, or agents. In public agencies, the self-insurance program is usually authorized by the legislature. A "memorandum of insurance" or similar document is required that acts as a policy, setting the limits of liability for various categories of risk, including deductible limits. Approval of the policy by a cabinet-level official is also required.

Serious incident — A situation in which injury serious enough to warrant medical attention occurs involving a resident, employee, or visitor on the grounds of the institution. Also, a situation containing an imminent threat to the security of the institution and/or to the safety of residents, employees, or visitors on the grounds of the institution.

Severe mental disturbance — A condition in which an individual is a danger to self or others or is incapable of attending to basic physiological needs.

Shelter facility — Any nonsecure public or private facility designated to provide either temporary placement for alleged or adjudicated status offenders prior to the issuance of a disposition order or longer-term care under a juvenile court disposition order.

Sheriff — The elected or appointed chief executive officer of a county law enforcement agency. Sheriffs can serve several functions, including responsibility for law enforcement in unincorporated areas, operation of the county jail, and assignment as officers of the court.

Special management inmate — An individual whose behavior presents a serious threat to the safety and security of the facility, staff, general inmate population, or himself or herself. Special handling and/or housing is required to regulate their behavior.

Special needs inmate — An inmate whose mental and/or physical condition requires special handling and treatment by staff. Special needs inmates include, but are not limited to, drug or alcohol addicts or abusers, the emotionally disturbed, mentally retarded, suspected mentally ill, physically handicapped, chronically ill, and the disabled or infirm.

Status offender — A youth who has been charged with or adjudicated for conduct that under the law of the jurisdiction in which the offense was committed would not be a crime if committed by an adult. (See also *Delinquent youth*.)

Strip search — An examination of an inmate/resident's naked body for weapons, contraband, and physical abnormalities. This also includes a thorough search of all of the individual's clothing while it is not being worn.

Temporary release — A period of time during which an inmate is allowed to leave the program or institution and go into the community unsupervised for various purposes consistent with the public interest.

Training — An organized, planned, and evaluated activity designed to achieve specific learning objectives and enhance the job performance of personnel. Training may occur on site, at an academy or training center, an institution of higher learning, professional meetings, or through contract service or closely supervised on-the-job training. It includes a formal agenda and instruction by a teacher, manager, or official; physical training; or other instruction programs that include a trainer/trainee relationship. Training programs usually include requirements for completion, attendance recording, and a system for recognition of completion. Meetings of professional associations are considered training where there is clear evidence of the above. Whether it occurs on site, at an academy or training center, through contract services, or at professional meetings, the activity must be part of an overall training program.

Training school — Also known as a youth development center, youth village, youth correction center, youth treatment center, youth service center, or school or home for boys and girls. The typical training school may provide supervision, programs, and residential services for more than 100 residents; however, programs of this size are not encouraged. (Standards for new facilities require that each new training school have no more than 100 beds and be limited to two stories in height.) These facilities are designed and operated to be secure institutions.

Youth development centers, youth treatment centers, secure training schools, and other facilities in the category may serve relatively smaller populations ranging from forty to 100 juveniles. The age range served is generally from thirteen to eighteen, although in many jurisdictions residents may be as young as ten or as old as twenty. Older residents are usually juveniles who have been returned to the facility as parole violators.

Treatment plan — A series of written statements that specify the particular course of therapy and the roles of medical and nonmedical personnel in carrying it out. A treatment plan is individualized, based on assessment of the individual patient's needs, and includes a statement of the short- and long-term goals and the methods by which the goals will be pursued. When clinically indicated, the treatment plan provides inmates with access to a range of supportive and rehabilitative services, e.g., individual or group counseling and/or self-help groups that the physician deems appropriate.

Unit management — A management system that subdivides an institution into units. The unit management system has several basic requirements:

1. Each unit holds a relatively small number of inmates. Ideally, there should be less than 150 but not more than 500 inmates.
2. Inmates are housed in the same unit for a major portion of their confinement.
3. Inmates assigned to a unit work in a close relationship with a multidisciplinary team of staff who are regularly assigned to the unit and whose officers are located within the unit.
4. Staff members have decision-making authority for the institutional programming and living conditions for the inmates assigned to the unit within broad rules, policies, and guidelines established by the agency and/or the facility administrator.
5. Inmate assignments to a unit are based on the inmate's need for control, security, and programs offered.

Unit management increases contact between staff and inmates, fosters increased interpersonal relationships, and leads to more knowledgeable decision making as a direct result of staff dealing with a smaller, more permanent group. At the same time, the facility benefits from the economies inherent in centralized service facilities, such as utilities, food service, health care, educational systems, vocational programs, and recreational facilities.

Urine surveillance program — A program whereby urine samples are collected on an irregular basis from offenders suspected of having a history of drug use to determine current or recent use.

Volunteer — An individual who donates his or her time and effort to enhance the activities and programs of the agency. They are selected on the basis of their skills or personal qualities to provide services in recreation, counseling, education, religion, etc.

Waiver — A commission panel decision that releases the correctional unit from the responsibility of preparing a plan of action to being the unit into compliance with a standard.

Warden/Superintendent — The individual in charge of the institution; the chief executive or administrative officer. This position is sometimes referred to by other titles, but warden and superintendent are the most commonly used terms.

Work release — A formal arrangement sanctioned by law whereby an inmate/resident is released into the community to maintain approved and regular employment.

Worker's Compensation — A statewide system of benefits for employees who incur job-related injuries.

The 1870 declaration of principles, republished on the following pages, was passed by the first Congress of Correction after a three-day discussion of the issues and a thorough review of papers presented by delegates from England, Ireland, Italy, France, and Germany. These principles were discussed and enacted to become the original foundation for ACA standards as we know them today. A total of 329 representatives attended that first Congress from 25 states and Canada. True to the intentions that prevailed during that first Congress, ACA standards have been regularly revised to reflect societal changes as they have occurred. All corrections professionals are indebted to these men and women of vision who, for the first time in recorded history, considered worldwide prison conditions and established the first international prison association that was destined to become the American Correctional Association.

W. Hardy Rauch
Director, Standards and Accreditation
American Correctional Association

First Congress of Correction Participants

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 Mary Carpenter, Superintendent, Red Lodge Reformatory, Bristol, England

Declaration of Principles Adopted and Promulgated by the Congress
October 12 - 18, 1870
Cincinnati, Ohio

I. Crime is an intentional violation of duties imposed by law, which inflicts an injury upon others. Criminals are persons convicted of crime by competent courts.

II. The treatment of criminals by society is for the protection of society. But since such treatment is directed to the criminal rather than to the crime, its great object should be his moral regeneration.

III. The progressive classification of prisoners, based on character and worked on some well-adjusted mark system, should be established in all prisons above the common jail.

IV. Since hope is a more potent agent than fear, it should be made an ever-present force in the minds of prisoners, by a well-devised and skillfully-applied system of rewards for good conduct, industry and attention to learning. Rewards, more than punishments, are essential to every good prison system.

V. The prisoner's destiny should be placed, measurably, in his own hands; he must be put into circumstances where he will be able, through his own exertions, to continually better his own condition. A regulated self-interest must be brought in to play, and made constantly operative.

VI. The two master forces opposed to the reform of the prison systems of our several states are political appointments, and a consequent instability of administration. Until both are eliminated, the needed reforms are impossible.

VII. Special training, as well as high qualities of head and heart, is required to make a good prison or reformatory officer. Then only will the administration of public punishment become scientific, uniform and successful, when it is raised to the dignity of a profession, and men are specially trained for it, as they are for other pursuits.

VIII. Peremptory sentences ought to be replaced by those of indeterminate length. Sentences limited only by satisfactory proof of reformation should be substituted for those measured by mere lapse of time.

IX. Of all reformatory agencies, religion is first in importance, because most potent in its action upon the human heart and life.

X. Education is a vital force in the reformation of fallen men and women. Its tendency is to quicken the intellect, inspire self-respect, excite to higher aims, and afford a healthful substitute of low and vicious amusements. Education is, therefore, a matter of primary importance in prisons, and should be carried to the utmost extent consistent with the other purposes of such institutions.

XI. In order to the reformation of imprisoned criminals, there must be not only a sincere desire and intention to that end, but a serious conviction, in the minds of the prison officers, that they are capable of being reformed, since no man can heartily maintain a discipline at war with his inward beliefs; no man can earnestly strive to accomplish what in his heart he despairs of accomplishing.

XII. A system of prison discipline, to be truly reformatory, must gain the will of the convict. He is to be amended; but how is this possible with his mind in a state of hostility? No system can hope to succeed, which does not secure this harmony of wills, so that the prisoner shall choose for himself what his officer chooses for him. But, to this end, the officer must really choose the good of the prisoner, and the prisoner must remain in his choice long enough for virtue to become a habit. This consent of wills is an essential condition of reformation.

XIII. The interest of society and the interest of the convicted criminal are really identical, and they should be made practically so. At present there is a combat between crime and laws. Each sets the other at defiance,

and, as a rule, there is little kindly feeling, and few friendly acts, on either side.

XIV. The prisoner's self-respect should be cultivated to the utmost, and every effort made to give back to him his manhood. There is no greater mistake in the whole compass of penal discipline, than its studied imposition of degradation as a part of punishment. Such imposition destroys every better impulse and aspiration. It crushes the weak, irritates the strong, and indisposes all to submission and reform. It is trampling where we ought to raise, and is therefore as unchristian in principle as it is unwise in policy.

XV. In prison administration, moral forces should be relied upon, with as little admixture of physical force as possible, and organized persuasion be made to take the place of coercive restraint, the object being to make upright and industrious freemen, rather than orderly and obedient prisoners. Brute force may make good prisoners; moral training alone will make good citizens. To the latter of these ends, the living soul must be won; to the former, only the inert and obedient body.

XVI. Industrial training should have both a higher development and a greater breadth than has heretofore been, or is now, commonly given to it in our prisons. Work is no less an auxiliary to virtue, than it is a means of support. Steady, active, honorable labor is the basis of all reformatory discipline. It not only aids reformation, but is essential to it. It was a maxim with Howard, "make men diligent, and they will be honest" — a maxim which this congress regards as eminently sound and practical.

XVII. While industrial labor in prisons is of the highest importance and utility to the convict, and by no means injurious to the laborer outside, we regard the contract system of prison labor, as now commonly practised in our country, as prejudicial alike to discipline, finance, and the reformation of the prisoner, and sometimes injurious to the interest of the free laborer.

XVIII. The most valuable parts of the Irish prison system—the more strictly penal stage of separate imprisonment, the reformatory stage of progressive classification, and the probationary stage of natural training—are believed to be as applicable to one country as another—to the United States as to Ireland.

XIX. Prisons, as well as prisoners, should be classified or graded so that there shall be prisons for the untried, for the incorrigible and for other degrees of depraved character, as well as separate establishments for women, and for criminals of the younger class.

XX. It is the judgement of this congress, that repeated short sentences for minor criminals are worse than useless; that, in fact, they rather stimulate than repress transgression. Reformation is a work of time; and a benevolent regard to the good of the criminal himself, as well as to the protection of society, requires that his sentence be long enough for reformatory processes to take effect.

XXI. Preventive institutions, such as truant homes, industrial schools, etc., for the reception and treatment of children not yet criminal, but in danger of becoming so, constitute the true field of promise, in which to labor for the repression of crime.

XXII. More systematic and comprehensive methods should be adopted to save discharged prisoners, by providing them with work and encouraging them to redeem their character and regain their lost position in society. The state has not discharged its whole duty to the criminal when it has punished him, nor even when it has reformed him. Having raised him up, it has the further duty to aid in holding him up. And to this end it is desirable that state societies be formed, which shall cooperate with each other in this work.

XXIII. The successful prosecution of crime requires the combined action of capital and labor, just as other crafts do. There are two well-defined classes engaged in criminal operations, who may be called the capitalists and the operatives. It is worthy of inquiry, whether a more effective warfare may not be carried on against crime, by striking at the capitalists as a class, than at the operatives one by one. Certainly, this double warfare should be vigorously pushed, since from it the best results, as regards repressive justice, may be reasonably hoped for.

XXIV. Since personal liberty is the rightful inheritance of every human being, it is the sentiment of this congress that the state which has deprived an innocent citizen of this right, and subjected him to penal restraint, should, on unquestionable proof of its mistake, make reasonable indemnification for such wrongful imprisonment.

XXV. Criminal lunacy is a question of vital interest to society; and facts show that our laws regarding insanity, in its relation to crime, need revision, in order to bring them to a more complete conformity to the demands of reason, justice and humanity; so that, when insanity is pleaded in bar of conviction, the investigation may be conducted with greater knowledge, dignity and fairness; criminal responsibility be more satisfactorily determined; the punishment of the sane criminal be made more sure, and the restraint of the insane be rendered at once more certain and more humane.

XXVI. While this congress would not shield the convicted criminal from the just responsibility of his misdeeds, it arraigns society itself as in no slight degree accountable for the invasion of its rights and the warfare upon its interests, practised by the criminal classes. Does society take all the steps which it easily might, to change, or at least to improve, the circumstances in our social state that lead to crime; or, when crime has been committed, to cure the proclivity to it, generated by these circumstances? It cannot be pretended. Let society, then, lay the case earnestly to its conscience, and strive to mend in both particulars. Offences, we are told by a high authority, must come; but a special woe is denounced against those through whom they come. Let us take heed that that woe fall not upon our head.

XXVII. The exercise of executive clemency in the pardon of criminals is a practical question of grave importance, and of great delicacy and difficulty. It is believed that the annual average of executive pardons from the prisons of the whole country reaches ten percent of their population. The effect of the too free use of the pardoning power is to detract from the certainty of punishment for crimes, and to divert the mind of prisoners from the means supplied for their improvement. Pardons should be issued for one or more of the following reasons, viz.: to release the innocent, to correct mistakes made in imposing the sentence, to relieve such suffering from ill-health as requires release from imprisonment, and to facilitate or reward the real reformation of the prisoner. The exercise of this power should be by the executive, and should be guarded by careful examination as to the character of the prisoner and his conduct in prison. Furthermore, it is the opinion of this congress that governors of states should give to their respective legislatures the reasons, in each case, for their exercise of the pardoning power.

XXVIII. The proper duration of imprisonment for a violation of the laws of society is one of the most perplexing questions in criminal jurisprudence. The present extraordinary inequality of sentences for the same or similar crimes is a source of constant irritation among prisoners, and the discipline of our prisons suffers in consequence. The evil is one for which some remedy should be devised.

XXIX. Prison statistics, gathered from a wide field and skillfully digested, are essential to an exhibition of the true character and working of our prison systems. The collection, collation and reduction to tabulated forms of such statistics can best be effected through a national prison discipline society, with competent working committees in every state, or by the establishment of a national prison bureau, similar to the recently instituted national bureau of education.

XXX. Prison architecture is a matter of grave importance. Prisons of every class should be substantial structures, affording gratification by their design and material to a pure taste, but not costly or highly ornate. We are of the opinion that those of moderate size are best, as regards both industrial and reformatory ends.

XXXI. The construction, organization and management of all prisons should be by the state, and they should form a graduated series of reformatory establishments, being arranged with a view to the industrial employment, intellectual education and moral training of the inmates.

XXXII. As a general rule, the maintenance of penal institutions, above the county jail, should be from the earnings of their inmates, and without cost to the state; nevertheless, the true standard of merit in their management is the rapidity and thoroughness of reformatory effect accomplished thereby.

XXXIII. A right application of the principles of sanitary science in the construction and arrangements of prisons is a point of vital importance. The apparatus for heating and ventilation should be the best that is known; sunlight, air and water should be afforded according to the abundance with which nature has provided them; the rations and clothing should be plain but wholesome, comfortable, and in sufficient but not extravagant quantity; the bedsteads, bed and bedding, including sheets and pillowcases, not costly but decent, and kept clean, well aired and free from vermin; the hospital accommodations, medical stores and surgical instruments should be all that humanity requires and science should supply; and all needed means for personal cleanliness should be without stint.

XXXIV. The principle of the responsibility of parents for the full or partial support of their criminal children in reformatory institutions has been extensively applied in Europe, and its practical working has been attended with the best results. It is worthy of inquiry whether this principle may not be advantageously introduced into the management of our American reformatory institutions.

XXXV. It is our conviction that one of the most effective agencies in the repression of crime would be the enactment of laws by which the education of all the children of the state should be made obligatory. Better to force education upon the people than to force them into prison to suffer for crimes, of which the neglect of education and consequent ignorance have been the occasion, if not the cause.

XXXVI. As a principle that crowns all, and is essential to all, it is our conviction that no prison system can be perfect, or even successful to the most desirable degree, without some central authority to sit at the helm, guiding, controlling, unifying and vitalizing the whole. We ardently hope yet to see all the departments of our preventive, reformatory and penal institutions in each state moulded into one harmonious and effective system; its parts mutually answering to and supporting each other; and the while animated by the same spirit, aiming at the same objects, and subject to the same control; yet without loss of the advantages of voluntary aid and effort, wherever they are attainable.

XXXVII. This congress is of the opinion that, both in the official administration of such a system, and in the voluntary co-operation of citizens therein, the agency of women may be employed with excellent effect.

**STANDARDS AND ACCREDITATION STAFF
1976 - 1994**

Allison, Jeffrey
Ashburn, Kevin W.
Barry, Regina
Bergsmann, Ilene
Boker, Richard
Boschert, Catherine
Boyd, Lois
Burkhardt, Suzanne
Butler, Deborah
Callies, Joy
Calpin, Laura
Davis, Beverly B.
Dezell, Thomas
Dixon, Alexandreena D.
Dunn, Susan Ainsle
Fetter, Jeroldine
Fosen, Robert H.
Gentilucci, Tracy
Glidden, Brenda
Gooding, Howard M.
Green, Myrna
Greene, John J. III
Greene, Peggy B.
Heflin, Lloyd W.
Howard, Roberta L.
Jeness, Susan
Johnson, Juanita
Johnson, Sharon
Kennedy, Karen
Keesling, Carol
Kushner, Karen L.

Levinson, Robert B.
Lewis-Lloyd, Cynthia
Medley, Grace
Miller, Dodie
Miller, Susan S.
Neagle, Ken
O'Shaughnessy, Jane A.
Powers, Christine E.
Powers, Bettie
Price, Shelly J.
Pritchard, Lynn
Pusateri, Linde
Rauch, W. Hardy
Reimer, Ernest G.
Reusing, Charles R.
Ruppe, Gail
Sechrest, Dale
Seckinger, Joan R.
Shaw, Deborah A.
Shaw, Delores
Slattery, Kerrie
Smalley, Karen
Swahl, Carolyn L.
Tuller, Susan M.
Verdeyen, Robert J.
Vogel, Ruth
Ward, Elizabeth A.
Washington, Jeffrey
West, Jean
White, Stephanie
Zachariah, John K.

**MEMBERS OF THE STANDARDS COMMITTEE
1976-1996**

Albrecht, Thomas (DC) 1988-1990
 Allen, Frederick R. (NY) 1982-1986, 1988-1990
 Angelone, Ron (NV) 1986-1988
 Atchison, Jim (KY) 1976-1978
 Aud, Kenneth J. (MI) 1994-2000
 Bailey, Paul E. (NV) 1980-1982
 Black, James (CO) 1988-1990
 Blake, Gary R. (GA) 1986-1988
 Belleque, Lester E. (OR) 1982-1986
 Bertrand, Roma (CN) 1984-1986
 Braithwaite, John W. (CN) 1976-1980
 Branham, Lynn S. (IL) 1990-1992
 Breaux, Donald J. (LA) 1992-1994
 Breed, Allen F. (DC) 1976-1982
 Brown, Melvin, Jr. (TX) 1992-1998
 Brown, Robert, Jr. (MI) 1988-1990
 Brutsche, Robert L. (CA) 1988-1994
 Campbell, Nancy M. (WA) 1986-1988
 Carlson, Norman A. (DC) 1976-1978
 Chamberlain, Norman F. (WA) 1980-1982
 Clute, Penelope D. (NY) 1988-1990
 Cocoros, John A. (TX) 1990-1992
 Coleman, Ray (WA) 1986-1988
 Collins, William C. (WA) 1984-1986
 Coughlin, Thomas A. (NY) 1988-1994
 Crist, Roger W. (CO) 1982-1984
 Crawford, Jacqueline (AZ) 1976-1992
 Davis, Pamela Jo (FL) 1986-1990
 Decell, Grady A. (SC) 1979-1982
 Dismukes, Hugh C. (TX) 1980-1982
 Dorsey, Helen Brown (WA) 1982-1984
 Dorsey, Neil (MD) 1982-1984
 Enomoto, J.J. (CA) 1979-1980
 Estelle, W.J., Jr. (TX) 1976-1980
 Evans, David C. (GA) 1988-1990
 Farkas, Gerald M. (DC) 1978-1986
 Farrier, Harold A. (LA) 1986-1992
 Gagnon, John R. (WI) 1976-1980
 Gamby, Jacqueline Jones (CO) 1980-1986
 Gaudio, Anthony C. (VA) 1976-1978
 Giesen, Linda (IL) 1982-1984
 Gispert, Ana (FL) 1982-1984
 Goodall, Paula (OK) 1982-1984
 Guillen, Rudy F. (VA) 1976-1982
 Hahn, Paul H. (OH) 1984-1986
 Hawk, Kathleen M. (DC) 1992-2000
 Hill, Gary (NE) 1976-1980
 Holden, Tamara (UT) 1986-1988
 Housewright, Vernon G. (IL) 1976-1982, 1984-1986
 Humphrey-Barnett, Susan (AK) 1988-1992
 Irving, James R. (IL) 1988-1994
 Jackson, Ronald G. (TX) 1978-1980
 Johnson, Perry M. (MI) 1984-1992
 Jordan, James M. (IL) 1986-1988

Kehoe, Charles J. (MI) 1978-1982
 Kelly, Marton (OH) 1976-1978
 Lehman, Joseph D. (PA) 1994-1996
 Lejins, Peter P. (MD) 1976-1978
 Livingston, Shirley H. (FL) 1976-1979
 Manley, Harry A. (MD) 1990-1996
 Maynard, Gary D. (OK) 1989-1992
 McCartt, John M. (OH) 1976-1978
 McCotter, O.L. (TX) 1984-1986
 McMahon, John F. (NY) 1976-1978
 Milliken, William V. (UT) 1982-1984
 Minor, John (MI) 1992-1994
 Mitchell, Anabel P. (FL) 1984-1986
 Moore, Margaret A. (PA) 1990-1996
 Morton, Joann B. (SC) 1976-1980
 Myers, Victoria C. (MO) 1980-1994
 Natalucci-Persichetti, Geno (OH) 1994-2000
 Nelson, Ray (CO) 1984-1986
 Pappert, Ruth M. (IL) 1980-1982
 Parrish, David (FL) 1992-1998
 Patrick, Allen L. (OH) 1992-1994
 Peters, Howard A. III (IL) 1992-1998
 Petrovsky, Joseph (MO) 1982-1984
 Phyfer, George M. (AL) 1976-1978
 Pointer, Donald W. (MD) 1978-1980
 Pugh, Julian U. (VA) 1978-1980
 Quinlan, Michael J. (DC) 1986-1990
 Rapp, Marcella (CO) 1984-1986
 Rees, John D. (LA) 1988-1992
 Robinson, Carl (CT) 1982-1984
 Robinson, William B. (PA) 1980-1984
 Robuck, Lucille (KY) 1976-1978
 Rosser, Paul (GA) 1984-1986
 Rossi, Linda D'Amario (RI) 1980-1982
 Shirley, Sue (TX) 1980-1982
 Shope, John T. (NC) 1976-1978
 Schmidt, Robert (DC) 1986-1988
 Shumate, Denis (KS) 1990-1996
 Simonet, John (CO) 1990-1994
 Singletary, Harry (FL) 1988-1994
 Sipos, Chiquita (CA) 1984-1986, 1992-1998
 Sublett, Samuel J. (IL) 1976-1986
 Swanson, Virginia (WA) 1988-1990, 1992-1994
 Vassar, B. Norris (VA) 1986-1988
 Vigil, Celedonio (NM) 1990-1996
 Ward, Frederick J. (NJ) 1976-1978
 Weber, J. Robert (NC) 1982-1984
 Weldon, Paul I. (SC) 1978-1980
 White, William S. (IL) 1986-1988
 Wilson, George W. (OH) 1988-1990
 Wirkler, Norman E. (CO) 1988-1990, 1992-1998
 Wrenshall, Allen F. (CN) 1982-1984
 Young, Marjorie H. (GA) 1986-1988, 1990-1992

**MEMBERS OF THE COMMISSION ON ACCREDITATION FOR CORRECTIONS
1974 - 1996**

Ackermann, John (NY) 1976-1977
 Black, James (CO) 1986-1988*
 Blake, Gary (MD) 1979-1984
 Braithwaite, John (CN) 1980-1986
 Branham, Lynn S. (IL) 1990-1996
 Breaux, Donald J. (LA) 1990-1996
 Brutsche, Robert L. (VA) 1986-1998
 Charters, Paul (FL) 1979-1984
 Clute, Penelope D. (NY) 1984-1990
 Coate, Alfred B. (MT) 1975-1980
 Cocoros, John (TX) 1988-1994
 Coleman, Raymond J. (WA) 1984-1990
 Crawford, Jacqueline (AZ) 1986-1992
 Cunningham, Su (TX) 1992-1998
 Dietz, Christopher D. (NJ) 1980-1986
 Dunbar, Walter (NY) 1974-1975
 Dunning, James (VA) 1990-1996
 Elias, Al (NJ) 1979-1980
 Elrod, Richard J. (IL) 1984-1986
 Enomoto, J.J. (CA) 1980-1986
 Evans, David C. (GA) 1988-1990
 Fant, Fred D. (NJ) 1974-1978
 Farkas, Gerald M. (PA) 1974-1978
 Fryer, Gordon L. (IL) 1974-1978
 George, B. James, Jr. (NY) 1979-1984
 Gladstone, William E. (FL) 1981-1986
 Goodrich, Edna L. (WA) 1978-1982
 Green, Leslie R. (MN) 1979-1984
 Hambergren, Donald R. (MN) 1975-1979
 Hays, Bonnie L. (OR) 1987-1992
 Heard, John (TX) 1974-1978
 Heyne, Robert P. (IN) 1974-1977
 Hopkins, Wayne (DC) 1974-1977
 Huggins, M. Wayne (VA) 1983-1988*
 Irving, James R. (IL) 1981-1986
 Jackson, Ron (TX) 1990-1996
 Jackson, Ronald W. (GA) 1992-1998
 Jefferson, Ralph A. (WI) 1978-1983
 Johnson, Perry M. (MI) 1986-1992
 Jordan, James M. (IL) 1984-1996
 Kehoe, Charles J. (MD) 1983-1988
 Lucas, William (MI) 1978-1983
 Maciekowich, Z.C. (AZ) 1974-1975
 Mangogna, Thomas J. (MO) 1974-1979

Martinez, Orlando L. (CO) 1986-1992
 Maynard, Gary M. (OK) 1990-1994
 McGough, John (WA) 1979-1984
 Minor, John (MI) 1988-1994
 Moeller, H.G. (NC) 1974-1980
 Moore, Edgar C. (Ted) (SC) 1982-1988*
 Morrissey, Thomas H. (NC) 1979-1980
 Myers, Victoria C. (MO) 1982-1994
 Newberger, Jay M. (SD) 1984-1990
 Nichols, R. Raymond (ME) 1974-1976
 Nuernberger, W.W. (NE) 1974-1979
 Omodt, Don (MN) 1979-1980
 Orlando, Frank A. (FL) 1986-1992
 Parsons, Michael (OK) 1994-2000
 Patrick, Allen L. (OH) 1990-1996
 Patterson, Wayne K. (CO) 1978-1983
 Phyfer, George M. (AL) 1986-1998
 Pointer, W. Donald (MD) 1974-1977
 Quinn, Luke (MI) 1988-2000
 Ramirez, Teresa V. (TX) 1994-2000
 Rapp, Marcella C. (CO) 1977-1982
 Reed, Amos E. (NC) 1976-1981
 Riedman, Irvin M. (ND) 1975-1980
 Rodriguez, Felix (NM) 1979-1980
 Rossi, Linda D'Amario (RI) 1981-1986
 Rowan, Joseph R. (IL) 1974-1980
 Shirley, Sue (TX) 1981-1986
 Simonet, John (CO) 1990-1996
 Singletary, Harry (FL) 1992-1998
 Skoler, Daniel (DC) 1974-1979
 Stalder, Richard (LA) 1994-2000
 Swanson, Virginia (WA) 1984-1998
 Tremont, J. Steven (LA) 1977-1982
 Van DeKamp, John (CA) 1974-1976
 Watson, Robert J. (OR) 1977-1982
 Weber, J. Robert (KY) 1974-1981
 Webster, Marjorie (NH) 1992-1998
 Wheeler, Martha E. (MI) 1974-1977
 White, William S. (IL) 1983-1988
 Wilson, George W. (KY) 1982-1988*
 Wirkler, Norman E. (CO) 1984-1990
 Young, Marjorie H. (GA) 1986-1998
 Youngken, Michael (KS) 1994-2000

*Based on an extension of original term in order to correspond with ACA election year.

**THE AMERICAN CORRECTIONAL ASSOCIATION
BOARD OF GOVERNORS MEMBERS
DURING THE STANDARDS AND ACCREDITATION ERA
1974-1996**

Adamek, F. Jerald (CO) 1976-1978
 Adams, Betty K. (TN) 1990-1994
 Agee, Vicki L. (OH) 1986-1988
 Andersen, Carolyn (UT) 1984-1986
 Anderson, Charles (ID) 1974-1975
 Anderson, Judy C. (SC) 1992-1996
 Avery, Dennis (MN) 1988-1990, 1992-1994
 Avery, Michael T. (TX) 1975-1976
 Barker, Marjorie H. (IN) 1976-1980
 Barrington, R.W. (CN) 1976-1978
 Bergen, Donna R. (MO) 1986-1988
 Belleque, Les (OR) 1980-1984
 Beto, George (TX) 1974-1976
 Bills, John D. (ID) 1974-1976
 Bishop, Frank B. III (VA) 1980-1984
 Black, James T. (DC) 1980-1982
 Black, Lee Roy (MO) 1984-1988
 Black, Raymond M. (CA) 1975-1976
 Blanchard, Don E. (UT) 1986-1988
 Blanton, Jack V. (FL) 1974-1976
 Bowman, Jon G. (WA) 1978-1980
 Boyle, Edward C. (CA) 1974-1976
 Brahe, Champ K. (FL) 1978-1980
 Braithwaite, John W. (CN) 1974-1975
 Breed, Allen F. (CA) 1974-1976, 1984-1988
 Breslin, Maurice (OH) 1974-1975
 Brewer, Ernesteen (TN) 1974-1975
 Briscoe, Judy Culpepper (TX) 1988-1996
 Brown, James W. (IL) 1990-1994
 Brown, Robert Jr. (MI) 1988-1990
 Bruce, Ronald D. (ID) 1976-1978
 Bryant, Robert C. (KY) 1975-1976
 Byrd, John W. (TX) 1986-1988
 Cain, Robert D. Jr. (AZ) 1976-1980
 Callahan, Thomas J. (CA) 1984-1986
 Campbell, John D. (NC) 1974-1978
 Carlson, Norman A. (DC) 1974-1982
 Casas, Anthony (CA) 1982-1984
 Case, John (PA) 1974-1975
 Cass, E.R. (NY) 1974-1976
 Charters, Paul J. (FL) 1975-1980
 Chunn, Gwendolyn C. (NC) 1992-1996
 Ciuros, William Jr. (NY) 1984-1988
 Cocoros, John A. (TX) 1982-1984
 Coffey, Betsy (KY) 1982-1986
 Colvin, Kaye H. (CO) 1974-1978
 Cooper, Bennett J. (OH) 1975-1976, 1982-1992
 Corbett, Gary (C) 1976-1978
 Corrothers, Helen G. (DC) 1980-1994
 Crawford, Fred L. (FL) 1988-1990
 Crawford, Jacqueline (AZ) 1975-1976, 1980-1982
 Cunnringham, Chester R. (CN) 1982-1986
 Cunningham, Su (TX) 1982-1990
 Davis, Mary C. (NY) 1976-1978

Davis, Pamela Jo (FL) 1988-1990
 Davis, Rendell A. (PA) 1984-1986
 Decell, Grady A. (SC) 1978-1980
 DeHart, Doris (VA) 1980-1982
 Denton, George (OH) 1974-1975
 Dunlap, Earl L. (KY) 1986-1988
 Dye, Larry L. (NY) 1988-1990
 Eastland, Charles (KY) 1978-1980
 Emmelhainz, Edgar Jr. (FL) 1976-1978
 Erickson, Don R. (ID) 1974-1978
 Estelle, W.J. Jr. (TX) 1975-1980
 Evan, Mary Ann (OR) 1976-1978
 Evans, Walter (OR) 1975-1976
 Farkas, Gerald M. (MD) 1980-1982
 Ferris, Jane (MD) 1976-1978
 Freeman, Robert A. (WA) 1974-1978
 Gable, Katherine (MA) 1976-1978
 Gagnon, John R. (WI) 1978-1980
 Gaudio, Anthony (VA) 1976-1978
 Gispert, Ana I. (FL) 1984-1990
 Gondles, James A. Jr. (VA) 1986-1990, 1992-1994
 Gubbins, Edmund (CT) 1974-1975
 Guillen, Rudy (VA) 1975-1976
 Hahn, Paul H. (OH) 1976-1978, 1982-1984
 Hall, Frank A. (MD) 1982-1984
 Hammergren, Donald R. (MN) 1974-1975, 1982-1984
 Hardesty, George A. (KY) 1976-1978, 1980-1982
 Hatrak, Robert S. (NV) 1982-1984
 Hill, Gary (NE) 1974-1976, 1982-1984
 Hill, Jerry D. (CA) 1986-1988
 Holden, Tamara (OR) 1990-1994
 Hopkins, Arnold J. (MD) 1984-1996
 Howard, Ray E. (FL) 1975-1976
 Housewright, Vernon G. (IL) 1975-1980
 Hunter, Susan M. (DC) 1984-1986
 Hubanks, Allan C. (FL) 1974-1975
 Hughes, Gail (MO) 1974-1975, 1990-1996
 Huskey, Bobbie L. (IL) 1984-1986, 1988-1994
 Hutto, T. Don (TN) 1982-1988
 Jackson, Ronald G. (TX) 1978-1980
 Johnson, Perry M. (MI) 1980-1984, 1990-1994
 Johnson, Terry L. (OR) 1974-1975
 Kehoe, Charles J. (MD) 1974-1975, 1978-1982
 Kehoe, John (CA) 1974-1975
 Keller, Oliver J. (FL) 1974-1978
 Killinger, George G. (TX) 1980-1982
 Koening, Keith A. (CO) 1975-1978
 Kuharich, Anthony S. (IL) 1974-1978
 Kyle, James F. (TN) 1994-1998
 Lawrence, James J. (OH) 1994-1998
 Leeke, William D. (SC) 1974-1980
 Lejins, Peter P. (MD) 1974-1976
 Lightsey, Michael (TX) 1976-1978

Lindsey, John W. (TX) 1974-1976
 Livingston, Shirley H. (FL) 1974-1976
 Maciekowich, Z.D. (AZ) 1974-1975
 Mahoney, Michael J. (IL) 1988-1990
 Maloney, Francis H. (CT) 1975-1976
 Mangogna, Thomas J. (MO) 1974-1976
 Marshall, Ralph O. (ID) 1976-1978
 McCartt, John M. (OH) 1974-1980
 McGee, Thomas (CA) 1974-1975
 McMahan, John F. (NY) 1976-1978
 Mercantino, Anthony (NJ) 1974-1975
 Milliken, William V. (FL) 1984-1986, 1988-1990
 Moeller, H.G. (NC) 1974-1976, 1980-1986
 Moll, Robert A. (KY) 1975-1976
 Mondragon, Eloy L. (NM) 1994-1996
 Morton, Joann B. (SC) 1975-1978, 1980-1982
 Murray, Lane, (TX) 1975-1980
 Myers, Victoria (MO) 1982-1984
 Nardini, William (IN) 1974-1976
 Nelson, JoAnn Longo (WA) 1986-1990, 1992-1996
 Neumann, Sharon R. (OK) 1992-1996
 Norman, Goerge W. Jr. (MO) 1976-1978
 Northen, Thomas J. III (VA) 1980-1982
 Olsen, Raymond S. (DC) 1974-1976
 O'Sullivan, James P. (CN) 1982-1984, 1986-1988
 Page, Donald M. (CN) 1988-1990, 1992-1996
 Pappert, Ruth M (IN) 1978-1980
 Parrish, David M (FL) 1992-1996
 Patterson, Wayne K. (CO) 1976-1978
 Pease, Robert C. (NE) 1975-1976
 Penny, Lawrence D. (KS) 1974-1978
 Peters, Howard A. III (IL) 1984-1986
 Pinckney, Vergil M. (MI) 1984-1988
 Pogue, Edwin T. (NV) 1976-1978
 Pointer, W. Donald (MD) 1975-1978
 Poole, Harry W. (FL) 1984-1986
 Pugh, Julian U. (CA) 1978-1980
 Quinlan, J. Michael (DC) 1988-1990
 Rapp, Marcella (CO) 1974-1984
 Reed, Amos (WA) 1978-1984
 Reina, Charles F. (CT) 1984-1986
 Rhay, B.J. (WA) 1974-1975
 Riley, J. Bryan (MA) 1980-1984, 1988-1990
 Robinson, Carl (CT) 1980-1982
 Rodriquez, Felix (NM) 1974-1980
 Rossi, Linda D'Amario (MD) 1986-1990
 Roush, David W. (MI) 1988-1990
 Ruth, Harry I. (MO) 1976-1978
 Ryan, T.A. (SC) 1990-1998
 Schoenbacher, R.O.D. (TX) 1975-1978
 Seidler, Carl A. (MD) 1975-1976
 Sellers, Bertis H. (NC) 1978-1980
 Sheridan, Eugene T. (MO) 1976-1978
 Sheridan, John (NH) 1994-1998
 Shirley, Sue (TX) 1980-1982
 Shumate, Denis J. (KS) 1992-1996
 Sipos, Chiquita A. (CA) 1984-1986, 1988-1996
 Smith, L.D. (ID) 1974-1980
 Smith, Rex (MD) 1980-1982
 Stepanik, Ronald (FL) 1988-1990
 Stith, Ann Carter (MO) 1974-1975
 Strickland, Katherine G. (AZ) 1974-1976
 Sublett, Samuel Jr. (IL) 1975-1978, 1986-1992
 Swanson, Virginia (WA) 1982-1984
 Taylor, Donald W. (TX) 1986-1988
 Tiku, Jatindar M. (DE) 1975-1976
 Todman, Lionel A. (VA) 1975-1976
 Torres, Ruben M. (TX) 1980-1984
 Tracy, Chris (TX) 1980-1982
 Travisono, Anthony P. (MD) 1974-1990
 Treadwell, Mary (DC) 1992-1996
 Troje, Bernard M. (MN) 1975-1976
 Umina, Anthony (NY) 1986-1988
 Vermillion, W.R. (MO) 1976-1978
 Vigil, Celedonio (NM) 1992-1996
 Walker, Charles W. (OH) 1974-1976
 Walsh, James F. (MO) 1975-1978
 Washington, Rose W. (NY) 1992-1996
 Watson, Robert J. (DE) 1986-1990
 Weddington, William E. (VA) 1990-1994
 Weis, Raymond J. (KY) 1975-1978
 Weldon, Paul I. (SC) 1978-1980
 Wells, J.D. (TX) 1974-1975
 West, Pearl (CA) 1980-1982
 Whitson, Charles M. (OH) 1976-1978
 Winans, Harvey D. (WI) 1984-1986
 Wolford, Bruce I. (KY) 1986-1990
 Wright, Roberts J. (ME) 1974-1975
 Young, Jack G. (MN) 1975-1976

PRESIDENTS OF THE AMERICAN CORRECTIONAL ASSOCIATION 1870 - 1996

Rutherford B. Hayes, Ohio 1870-1873
 H. Seymour, New York 1873-1876
 Rutherford B. Hayes, Ohio 1876-1892
 R. Brinkerhoff, Ohio 1892-1897
 Z.R. Brockway, New York 1897-1898
 R.W. McClaugery, Illinois 1898-1899
 E. S. Wright, Pennsylvania 1899-1900
 J.F. Scott, Massachusetts 1900-1901
 C.R. Henderson, Illinois 1901-1902
 H. Wolfer, Minnesota 1902-1903
 C.T. Lewis, New York 1903-1904
 A. Garvin, Connecticut 1904-1905
 C.V. Collins, New York 1905-1906
 E.G. Murphy, Illinois 1906-1907
 J.L. Milligan, Pennsylvania 1907-1908
 J.T. Gilmour, Canada 1908-1909
 A.W. Butler, Indiana 1909-1910
 T.B. Patton, Pennsylvania 1910-1911
 F.G. Pettigrove, Massachusetts 1911-1912
 J.A. Leonard, Ohio 1912-1913
 S.G. Smith, Minnesota 1913-1914
 J.P. Byers, New Jersey 1914-1915
 A. Pratt, Utah 1915-1916
 D.C. Peyton, Indiana 1916-1918
 B.M. Spurr, West Virginia 1918-1919
 G.W. Wickersham, New York 1919-1920
 C.B. Adams, Illinois 1920-1921
 H.H. Hart, New York 1921-1922
 L.E. Lawes, New York 1922-1923
 C.H. Johnson, New York 1923-1924
 Frank Moore, New Jersey 1924-1925
 Sanford Bates, Massachusetts 1925-1926
 W.F. Penn, Pennsylvania 1926-1927
 E.R. Cass, New York 1927-1928
 G.C. Erskine, Connecticut 1928-1929
 C.J. Swendsen, Minnesota 1929-1930
 L.C. Faulkner, New York 1930-1931
 Oscar Lee, Wisconsin 1931-1932
 W.N. Thayer Jr., New York 1932-1933
 Calvin Derrick, New Jersey 1933-1934
 S.P. Ashe, Pennsylvania 1934-1935
 B.L. La Du, Illinois 1935-1936
 William J. Ellis, New Jersey 1936-1937
 Rice M. Youell, Virginia 1937-1938
 A.H. McCormick, New York 1938-1939
 J.V. Bennett, District of Columbia 1939-1940

James A. Johnston, California 1940-1941
 G. Howland Shaw, District of Columbia 1941-1942
 Richard A. McGee, Washington 1942-1943
 Joseph W. Sanford, Georgia 1943-1944
 Garrett Heyns, Michigan 1944-1945
 Sam A. Lewisohn, New York 1945-1946
 Harold E. Donnell, Maryland 1946-1947
 W. Frank Smyth Jr., Virginia 1947-1948
 John C. Burke, Wisconsin 1948-1949
 J. Stanley Sheppard, New York 1949-1950
 Joseph E. Ragen, Illinois 1950-1951
 James W. Curran, Maryland 1951-1952
 Ralph B. Gibson, Canada 1952-1953
 Walter M. Wallack, New York 1953-1954
 Kenyon J. Scudder, California 1954-1955
 Myrl E. Alexander, District of Columbia 1955-1956
 E. Preston Sharp, Pennsylvania 1956-1957
 Roberts J. Wright, New York 1957-1958
 O.B. Ellis, Texas 1958-1959
 Rev. Gervase Brinkman, Illinois 1959-1960
 Sanger B. Powers, Wisconsin 1960-1961
 Arthur T. Prasse, Pennsylvania 1961-1962
 Peter P. Lejins, Maryland 1962-1963
 Harry C. Tinsley, Colorado 1963-1964
 Donald Clemmer, District of Columbia 1964-1965
 Harold V. Langolis, Rhode Island 1965-1966
 Walter Dunbar, District of Columbia 1966-1967
 Parker L. Hancock, New Hampshire 1967-1968
 Ellis C. MacDougall, Connecticut 1968-1969
 Dr. George Beto, Texas 1969-1970
 Louie L. Wainwright, Florida 1970-1971
 Maurice H. Sigler, District of Columbia 1971-1972
 Martha E. Wheeler, Ohio 1972-1973
 Joseph S. Coughlin, Illinois 1973-1974
 John W. Braithwaite, Canada 1974-1975
 Oliver J. Keller, Florida 1975-1976
 William D. Leeke, South Carolina 1976-1978
 Norman A. Carlson, District of Columbia 1978-1980
 Amos E. Reed, North Carolina 1980-1982
 H.G. Moeller, North Carolina 1982-1984
 T. Don Hutto, Tennessee 1984-1986
 Su Cunningham, Texas 1986-1988
 Samuel Sublett Jr., Illinois 1988-1990
 Helen G. Corrothers, Maryland 1990-1992
 Perry M. Johnson, Michigan 1992-1994
 Bobbie L. Huskey, Illinois 1994-1996

B. Annual Budget

1. On the Facility

2. On the Agency

C. Program

D. Construction (describe the impact your proposal may have on the physical plant)

E. Legal/Legislative



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