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JUVENILE HOLDOVER PROGRAMS

Training Seminar Participant Manual

PROPERTY OF
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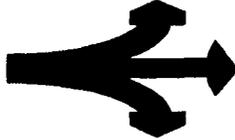


Juvenile Holdover Programs: An Overview

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Law Enforcement Officers Options:



- Warn and Release
- Youth remains with LEO until parents are located.
- Transfer Custody to a safe entity

Purpose of Holdover Program

- To allow a law enforcement officer to return to regular duties
- To provide a safe place for youth
- Alternative to secure detention
- Need to locate parents or guardians
- Opportunity for assessment

Reasons For Implementation

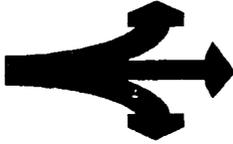
- Distance to detention facility
- Compliance/ jail removal mandate
- Lack of detention beds
- Least restrictive setting
- Reduce law enforcement downtime
- Legislative mandate



Primary Use of Holdover

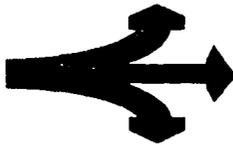
- Short Term Holding
- Intervention and Prevention
- Intake and Assessment
- Case Processing
- Emergency Shelter
- Detoxification

Intake and Assessment



- Gather Background Information
- Risk Assessment Instrument
- Transfer Custody to Parent or Safe Entity

Juvenile Holdover Program



- Intake and Assessment
- Released to parent with referrals to community agency.
- Held for transport
- Information forwarded to appropriate entity.
- 24/7, meal, bed, Intake Contact Report



Holdovers Programs Provide

- Opportunities for Community Justice
 - ◆ Meeting Community Needs
 - ◆ Increases Public Safety
- Community Involvement
 - ◆ Volunteers - Attendant Care
 - ◆ Board of Directors - New Programs
- Benefits to Youth
 - ◆ Least Restrictive Setting
 - ◆ Opportunities for Intervention and Prevention

Juvenile Holdover Programs

"Where kids enter the system is very important. When kids enter through detention - you are probably not going to keep them out of the system.

Al Lick, Director,
North Dakota Division of Juvenile
Services



JUVENILE HOLDOVER PROGRAMS: AN OVERVIEW¹

The image that comes to mind when various persons speak or think of juvenile holdover programs (JHP) is quite diverse. The places in which juvenile holdover programs or services are located or provided include, but are not limited to, jails (when there is sight and sound separation), juvenile detention facilities, church basements, rooms/lobby areas of social service agencies or non-profit organizations, or hotel rooms. A juvenile holdover program may be a separate entity in and of itself, or may be a component of another agency's or organization's program/services (e.g., a component of an intake and assessment center). Sometimes they are referred to by names such as emergency shelters, attended care programs, community intervention centers, or detention support services. Therefore, the following section is designed to set forth some parameters and offer clarification as to what this *Guide* will refer to as a "juvenile holdover program."

Juvenile Holdover Program by Definition

In general, a juvenile holdover provides jurisdictions with a safe, short-term alternative program or service that allows law enforcement officers to transfer custody of juveniles so they can return to their regular law enforcement duties in a timely manner. There are many instances in which an offense may not require secure detention, but a youth's parent or legal guardian cannot be located, so the young person must be "held." Rather than law enforcement officers having to sit with the child, juvenile holdover programs can be designed to provide immediate, round-the-clock screening, referral and crisis intervention for youth placed in their care. Therefore, all holdover programs should have trained staff and/or volunteers that can assess and respond to the needs of and supervise youth that are in the custody of the program. Once accepted into the program, supervision of the youth may occur through face-to-face contact or via electronic surveillance.

How Juvenile Holdover Programs are Administered

Some states have state-level agencies that offer administrative oversight and guidelines to local juvenile holdover programs, while juvenile holdover programs in other states are administered and overseen by county or local-level agencies. For example, in the state of Minnesota, the Department of Corrections operates a Residential Subsidy Program that provides reimbursement funds (that have been allocated by the state legislature) to jurisdictions for approved operating expenses for 24-hour nonsecure and 8-day temporary secure juvenile holdover programs in the state. To be eligible for reimbursement, the state has established specific guidelines or standards that programs must meet. However, the state does allow local jurisdictions a certain level of flexibility to tailor the program to local needs and resources. For example, the entity that operates the program on a local level may vary from county to county. Also, variations in the facility in which the program is located may vary.

In other states, jurisdictions may operate juvenile holdover programs without financial support or official oversight by a state agency. Some of the types of agencies that

¹ This section is adapted from the draft version of the American Probation and Parole Association's (1999) *Implementation Guide for Juvenile Holdover Programs*.

operate and administer juvenile holdover programs on local levels include (APPA, 1998):

- juvenile courts;
- law enforcement agencies;
- juvenile probation departments;
- juvenile intake and assessment agencies;
- private agencies; and
- non-profit organizations.

Classifications of Juvenile Holdover Programs

For the purposes of this manual, there are three main classifications for juvenile holdover programs.

- Secure
- Non-secure
- Combination secure/non-secure

To help simplify matters, these classifications are based strictly on the physical structure or capability of the program. The following provides a brief description of these classifications.

Secure: A holdover program classified as “secure” refers to those in which youth cannot leave the facility/program at will. Either the room or cell in which they are placed is locked and/or the door of the facility is locked so that persons cannot enter or leave the building without clearance.

Non-secure: A “nonsecure” holdover program is one in which youth physically are able to leave the facility/building at will. Whatever the program’s physical location, youth are not locked in and have the ability to leave if they choose. If a youth wants or tries to leave, some holdovers will allow a young person to do so without interference, while other holdover programs incorporate a wide range of interventions to discourage them from leaving.

Combination Secure/Non-secure: A “combination secure/non-secure” holdover is a program that has the ability to either be “secure” or “non-secure” depending on the risk level of the youth.

Key Elements of Holdover Programs

It is recognized that, in practice, juvenile holdover programs vary from state-to-state and across jurisdictions. Therefore, the above classifications and key elements listed below are meant to provide a conceptual framework of how juvenile holdover programs can be classified in general terms. When operationalized, each jurisdiction has to customize its policies, procedures and practices based on local needs, facilities and other resources, as well as on federal and state policies, guidelines and regulations. The following are some of the key characteristics and components of juvenile holdover programs.

- Juvenile holdover programs should be part of a network of services in a community and are designed to offer law enforcement a safe entity to which they can transfer custody of youth when needed and to prevent the unnecessary jailing of juveniles.
- Juvenile holdover programs should be designed to be short-term placements for youth. For example, many are designed to house youth for 24-hours or less, however, if there are extenuating circumstances (e.g., weekend, holiday), this time frame may be extended.
- Juvenile holdover programs should have the ability to provide services 24-hours a day 7-days a week.
- Staff and volunteers of juvenile holdover programs must be trained and should be present or observing youth at all times while a youth is in their care.
- Intake and assessment services should be provided to determine needs and risk level of the child. When critical needs of the youth are identified (e.g., medical), the juvenile holdover program should respond appropriately (e.g., have youth transported to the hospital or have medical personnel available onsite).
- Juvenile holdover programs should have the ability to provide meals for youth in their care and provide youth access to a bed, shower, and restroom, with attention paid to gender-specific needs.
- Once a youth has been placed in a juvenile holdover program, the case is referred to the appropriate entity for formal or informal disposition.
- A program evaluation component should be included within the overall design.

References:

American Probation and Parole Association. (1998). *Juvenile Holdover Program Survey*. Lexington, KY: Author. Unpublished document.



Juvenile Holdover Programs Listing As of 12/6/99

Family Focus Emergency Shelter
394 Hamilton Ave.
Fairbanks, AK 99701
Phone: (907) 452-5502
Fax: (907) 452-5550

Senate Bill 94 Beds
11th Judicial District
409 Macon
Macon City, CO 81212
Phone: (719) 275-7439
Fax: (719) 275-2358

Northeast Iowa Non-Secure Juvenile
Holdover Program
PO Box 376
Decorah, IA 52101
Phone: (319) 382-2966
Fax: (319) 382-3471

Juvenile Intake and Assessment
Community Corrections
5th and Parrallel
Atchinson, KS 66002
Phone: (913) 367-7344

Clay County Attendant Care
Clay County Sheriff's Dept
PO Box 115
Clay Center, KS 67432
Phone: (785) 632-5601
Fax: (785) 632-3278

Juvenile Intake and Assessment System
480 N. Franklin
Colby, KS 67701
Phone: (785) 462-4565

Juvenile Intake and Assessment
121 South Gordy Street
El Dorado, KS 67042
Phone: (316) 322-4240
Fax: (316) 321-0969

Lyon County Youth Attendant Care
Court Services
618 Commercial, Suite B
Emporia, Ks 66801
Phone: (316) 341-3294

Juvenile Intake and Assessment System
11th Judicial District Juvenile Intake System
225 N. Enterprise
Girard, KS 66743
Phone: (316) 724-8427
Fax: (316) 724-4652

Juvenile Intake and Assessment
1806 12th Street
Great Bend, KS 67530
Phone: (316) 793-1930

Juvenile Intake and Assessment
22nd Judicial District
909 S. 7th
Hiawaths, KS 66434
Phone: (785) 742-7823
Fax: (785) 742-3085

Juvenile Intake and Assessment
P.O. Box 70
Norton, KS 67654
Phone: (785) 877-5793

Summner County Attendant Care
120 East 9th
Wellington, KS 67152
Phone: (316) 326-8919
Fax: (316) 326-5576

Juvenile Intake Assessment & Attendant Care
320 E. 9th St, Suite D
Winfield, KS 67156
Phone: (316) 221-5407
Fax: (316) 221-4631

Emergency Shelter
Louisiana United Methodist Children and
Family Services
PO Box 929
Ruston, LA 71273-0929
Phone: (318) 255-5020
Fax: (318) 255-6623

26TH Judicial Circuit Juvenile Holdover
Program
Family division - 26th Judicial Circuit Court
719 W. Chisholm St
Alpena, MI 49707
Phone: (517) 356-6400
Fax: (517) 356-6490

Montmorency County Juvenile Holdover
Program
26th Circuit Court - Family Division
PO Box 479
Atlanta, MI 49709
Phone: (517) 785-4053
Fax: (517) 785-4677

Gogebie County Juvenile Holdover Program
200 N. Moore St.
Bessemer, MI 49911
Phone: (906) 663-4147
Fax: (906) 663-4660

Tuscola County Juvenile Holdover
Tusola county Family Court
440 N. State St.
Caro, MI 48723
Phone: (517) 672-3855

St. Joseph County Juvenile Holdover Program
St. Joseph County Sheriff's Department
PO Box 339
Centerville, MI 49032-0339
Phone: (616) 467-9045

33rd Circuit Court Juvenile Holdover Program
33rd Circuit Court - Family Division
301 State Street
Charlevoix, MI 49720
Phone: (616) 547-7214
Fax: (616) 547-7256

Shiawassee County Juvenile Holdover
Program
Shiawassee County Circuit Court-Family
Division
110 E. Mack
Corunna, MI 48867
Phone: (517) 743-2372
Fax: (517) 742-2349

Iron County Juvenile Holdover Program
Juveinle Division - Iron County Family Court
2 South Sixth, Suite 10
Crystal Falls, MI 49920
Phone: (906) 875-6351
Fax: (906) 875-4924

46th Circuit Juvenile Holdover Program
46th Circuit Trial Court - Juvenile Division
225 W. Main, Rm 209
Gaylord, MI 49735
Phone: (517) 732-6484
Fax: (517) 732-1562

Clare County Juvenile Holdover Program
Clare County Family Court
PO Box 96
Harrison, MI 48625
Phone: (517) 539-7887
Fax: (517) 539-7229

26th Judicial Juvenile Holdover Program
Family Division of 26th Judicial Court
PO box 366
Harrisville, MI 48740
Phone: (517) 724-5523
Fax: (517) 724-6397

Oceana County Juvenile Holdover Program
Oceana County Family Court
100 S State Street, Suite M34
Hart, MI 49420
Phone: (616) 873-3811
Fax: (616) 873-4177

Mason County Juvenile Holdover Program
Mason County Juvenile Court
PO Box 186
Ludington, MI 49431
Phone: (616) 845-1213
Fax: (616) 843-2907

19th Circuit Court Juvenile Holdover Program
19th Circuit Court - Family Division
415 Third Street
Manistee, MI 49660
Phone: (616) 723-2573
Fax: (616) 723-1492

Marquette County Juvenile Holdover Program
Marquette County Juvenile Court
Courthouse Annex
Marquette, MI 49855
Phone: (906) 225-8286
Fax: (906) 225-8293

Isabella County Juvenile Holdover Program
Isabella County Jail
207 N. Court St.
Mt. Pleasant, MI 48858
Phone: (517) 772-5911
Fax: (517) 773-2739

Ontonagon County Juvenile Holdover Program
620 Conglomerate St
Ontonagon, MI 49953
Phone: (906) 884-4901
Fax: (906) 884-4880

Sanilac County Juvenile Holdover Program
Sanilac County Family Court
60 W. Sanilac Ave
Sandusky, MI 48471
Phone: (810) 648-3220
Fax: (810) 648-5466

Iasco County Juvenile Holdover Program
Iasco County Family Court
PO Box 421
Tawas, MI 48764
Phone: (517) 362-3991
Fax: (517) 362-1459

Many Rivers Juvenile Center
2118 SE Campus Dr., Suite 2000
Rochester, MN 55904
Phone: (507) 287-7858
Fax: (507) 287-7897

Nonsecure Detention
Youth Court
155 W. Granite
Butte, MT 59701
Phone: (406) 723-8262
Fax: (406) 723-6211

Cascade County Regional Youth Service
Center
1600 26th Street South
Great Falls, MT 59404
Phone: (406) 454-6930
Fax: (406) 454-6939

Big Horn County Juvenile Holdover Program
PO Box 908
Hardin, MT 59034
Phone: (406) 665-3210
Fax: (406) 665-3974

Missala Youth Home
PO Box 7616
Missala, MT 59807-7616
Phone: (406) 549-3836

Attendant Care
Youthworks
221 W. Rosser Ave
Bismarck, ND 58501
Phone: (701) 255-6909
Fax: (701) 255-3922

Cavalier County Juvenile Holdover Program
Cavalier County Sheriff's Dept
901 3rd Street
Langdon, ND 58249
Phone: (701) 256-2555
Fax: (701) 256-2571

Stutsman County Attendant Care
Stutsman County Correctional Center
205 6th Street SE
Ypsilanti, ND 58401
Phone: (701) 252-7436

Juvenile Holdover Program
Wright County Sheriff's Office
Courthouse
Buffalo, NY 55313
Phone: (612) 682-7659
Fax: (612) 682-7610

Stephens County Community Intervention
Center
Youth Services for Stephens County
PO Box 160316 S. 7th
Duncan, OK 73533
Phone: (580) 255-8114
Fax: (580) 255-8842

Cleveland County Youth and Family Center
1650 West Tecumseh Rd
Norman, OK 73069
Phone: (405) 321-0240
Fax: (405) 321-7564

Oklahoma County Community Intervention
Center
Youth Services for Oklahoma County, Inc
201 Northeast 50th Street
Oklahoma City, OK 73105
Phone: (405) 528-2884
Fax: (405) 528-3862

Temporary Holding Facility
Suite 9, Cleage-Brown Building
130 Washington, N.E.
Athens, TN 37303
Phone: (423) 745-8782
Fax: (423) 745-7872

Temporary Holding Resource
PO Box 678
Pulaski, TN 38478
Phone: (931) 363-7604
Fax: (931) 424-1426

Youth Receiving Center
Archway Youth Service Center
2660 Lincoln Ave
Ogden, UT 84401
Phone: (801) 778-6500
Fax: (801) 778-6520

Juvenile Receiving Center
Salt Lake County Division of Youth Services
177 W. Price Ave
Salt Lake City, UT 84115
Phone: (801) 269-7501
Fax: (801) 269-7550



Family Focus Emergency Shelter

394 Hamilton Ave.

Fairbanks, AK

(907) 452-5502

Program Profile

This Holdover Program is primarily operated by (a/the) non-profit organization.

The security level is (a) non-secure.

Located in a(n) urban area with a population base over 50,000.

Required to comply with state licensure regulations.

Not part of a statewide system.

Physical location of program is a(n) emergency shelter.

Reason program was established:

- * As a response to lack of detention beds

Number of beds available:

- * 2 beds for a combination of males and females

The following equipment is available to staff and youth in the program:

- * Chairs
- * Food & snacks
- * Food preparation facilities
- * Books and activities
- * Sleeping area
- * Homework area
- * Access to restrooms
- * Access to showers
- * ADA Accessible

Monitoring of youth is provided by (a/an) attendant care worker.

Referrals are received from:

- * Police
- * Social Services
- * Parents
- * Juvenile Court Judge
- * Schools
- * Juvenile Probation Office

The following types of offenders are accepted:

- * Juvenile Offender
- * Status Offender
- * Protective Services

Prior to entering this Juvenile Holdover Program, the youth was evaluated through an intake and assessment process, which was provided by a(n):

* Holdover Program

* Law Enforcement

The age range of youth admitted to this Holdover Program is 10-17.

The maximum length of stay allowed is 16 hours.

The hours of operation for this facility are 24 hours a day, 7 days a week.

150 youth were served in the past fiscal year.

Number of Staff:

* 5 Full-time staff

* 3 Part-time staff

* 10 On-call staff

Training or orientation for new staff is required in this program.

Release of the juvenile is determined by:

* Holdover staff

* The Juvenile may leave the program at any time

In the past year, this program received funding from:

* State Grant

* Donations

The annual operating budget for this Holdover Program for the past fiscal year was \$15,000.00

Senate Bill 94 Beds
11th Judicial District
409 Macon
Macon City, CO
(719) 275-7439

Program Profile

This Holdover Program is primarily operated by (a/the) contracted service - Child Placement Agency.

The security level is (a) combination of secure and non-secure.

Located in a(n) multiple county program-both over & under 50,000.

Required to comply with state licensure regulations.

Part of a statewide system.

Physical location of program is a(n) no facility, worker on call.

Reason program was established:

- * In compliance with a jail removal mandate
- * As a response to lack of detention beds
- * Because of legislative mandate

Number of beds available:

- * 4 beds for a combination of males and females

The following equipment is available to staff and youth in the program:

- * Chairs
- * Food & snacks
- * Food preparation facilities
- * Books and activities
- * Sleeping area
- * Homework area
- * Access to restrooms
- * Access to showers

Monitoring of youth is provided by (a/an) visual supervision of foster parent.

Referrals are received from:

- * Police
- * Juvenile Court Judge
- * Sheriff
- * Juvenile Probation Office

The following types of offenders are accepted:

- * Juvenile Offender
- * Status Offender

Prior to entering this Juvenile Holdover Program, the youth was evaluated through an intake and assessment process, which was provided by a(n):

- * contract with private child placement agency

The age range of youth admitted to this Holdover Program is 11-17.

The maximum length of stay allowed is 24 hours.

The hours of operation for this facility are on call only.

38 youth were served in the past fiscal year.

Number of Staff:

- * 1 Full-time staff
- * 1 Part-time staff
- * 3 Contracted staff

Training or orientation for new staff is required in this program.

Release of the juvenile is determined by:

- * Juvenile Court Judge

In the past year, this program received funding from:

- * State Grant

The annual operating budget for this Holdover Program for the past fiscal year was \$170,000.00

Northeast Iowa Non-Secure Juvenile Holdover Program

PO Box 376
Decorah, IA
(319) 382-2966

Program Profile

This Holdover Program is primarily operated by (a/the) juvenile court.

Located in a(n) rural area with a population base under 50,000.

Is not required to comply with state licensure regulations.

Not part of a statewide system.

Physical location of program is a(n) law enforcement center.

Reason program was established:

- * In compliance with a jail removal mandate
- * Because of the distance to the nearest detention facility

Number of beds available:

- * 4 beds for a combination of males and females

The following equipment is available to staff and youth in the program:

- * Chairs
- * Food & snacks
- * Sleeping area
- * Access to restrooms
- * Access to showers

Monitoring of youth is provided by (a/an) attendant care worker.

Referrals are received from:

- * Police
- * Sheriff

The following types of offenders are accepted:

- * Juvenile Offender
- * Status Offender

Prior to entering this Juvenile Holdover Program, the youth was evaluated through an intake and assessment process, which was provided by a(n):

- * Juvenile Probation Officer
- * Law Enforcement
- * judge must approve admission

The age range of youth admitted to this Holdover Program is 10-17.

The maximum length of stay allowed is 24 hours.

The hours of operation for this facility are on call only.

30 youth were served in the past fiscal year.

Number of Staff:

* 5 On-call staff

Training or orientation for new staff is required in this program.

Release of the juvenile is determined by:

* Juvenile Court Judge

In the past year, this program received funding from:

* State Grant

* Local government budget

The annual operating budget for this Holdover Program for the past fiscal year was \$13,000.00

Juvenile Intake and Assessment

Community Corrections

5th and Parrallel

Atchinson, KS

(913) 367-7344

Program Profile

This Holdover Program is primarily operated by (a/the) community corrections program.

The security level is (a) non-secure.

Located in a(n) rural area with a population base under 50,000.

Is not required to comply with state licensure regulations.

Part of a statewide system.

Physical location of program is a(n) no facility, worker on call.

Reason program was established:

- * In compliance with a jail removal mandate
- * As a response to lack of detention beds
- * In an effort to reduce law enforcement downtime
- * Because of legislative mandate

Number of beds available:

The following equipment is available to staff and youth in the program:

- * Chairs

Monitoring of youth is provided by (a/an) intake worker.

Referrals are received from:

- * Police
- * Parents
- * Sheriff

The following types of offenders are accepted:

- * Juvenile Offender
- * Status Offender
- * Protective Services

Prior to entering this Juvenile Holdover Program, the youth was evaluated through an intake and assessment process, which was provided by a(n):

- * Intake and assessment worker

The age range of youth admitted to this Holdover Program is 10-17.

The maximum length of stay allowed is 6 hours.

The hours of operation for this facility are 24 hours a day, 7 days a week.

150 youth were served in the past fiscal year.

Number of Staff:

- * 1 Full-time staff

* 1 Part-time staff

Training or orientation for new staff is not required.

Release of the juvenile is determined by:

* Intake and Assessment worker

In the past year, this program received funding from:

* State Grant

* Local government budget

The annual operating budget for this Holdover Program for the past fiscal year was \$61,720.00

Clay County Attendant Care

Clay County Sheriff's Dept

PO Box 115

Clay Center, KS

(785) 632-5601

Program Profile

This Holdover Program is primarily operated by (a/the) Sheriff's Department.

The security level is (a) non-secure.

Located in a(n) rural area population under 50,000-single county.

Required to comply with state licensure regulations.

Not part of a statewide system.

Physical location of program is a(n) Sherrif Dept - administrative.

Reason program was established:

- * In an effort to provide the least restrictive setting
- * Because of the need for immediate consequence

Number of beds available:

- * 1 beds for males
- * 1 beds for females

The following equipment is available to staff and youth in the program:

- * Chairs
- * Food & snacks
- * Sleeping area
- * Homework area
- * Access to restrooms
- * Access to showers
- * ADA Accessible

Monitoring of youth is provided by (a/an) attendant care worker.

Referrals are received from:

- * Police
- * Sheriff
- * Juvenile Probation Office

The following types of offenders are accepted:

- * Juvenile Offender
- * Status Offender
- * Protective Services

Prior to entering this Juvenile Holdover Program, the youth was evaluated through an intake and assessment process, which was provided by a(n):

- * Intake and assessment worker

The age range of youth admitted to this Holdover Program is 10-17.

The maximum length of stay allowed is 24 hours.

The hours of operation for this facility are 24 hours a day, 7 days a week.

11 youth were served in the past fiscal year.

Number of Staff:

- * 10 On-call staff

Volunteers receive a stipend in this program.

Training or orientation for new staff is required in this program.

Release of the juvenile is determined by:

- * Juvenile Intake Worker

In the past year, this program received funding from:

- * State Grant

Budget information is not available for this program.

Juvenile Intake and Assessment System

480 N. Franklin

Colby, KS

(785) 462-4565

Program Profile

This Holdover Program is primarily operated by (a/the) Juvenile Intake and Assessment.

The security level is (a) non-secure.

Located in a(n) multiple county program.

Is not required to comply with state licensure regulations.

Part of a statewide system.

Physical location of program is a(n) no facility, worker on call.

Reason program was established:

- * In compliance with a jail removal mandate

Number of beds available:

The following equipment is available to staff and youth in the program:

Monitoring of youth is provided by (a/an) intake worker.

Referrals are received from:

- * Police
- * Sheriff

The following types of offenders are accepted:

- * Juvenile Offender
- * Status Offender
- * Protective Services

Prior to entering this Juvenile Holdover Program, the youth was evaluated through an intake and assessment process, which was provided by a(n):

- * Intake and assessment worker

The age range of youth admitted to this Holdover Program is 0-18.

The maximum length of stay allowed is 24 hours.

The hours of operation for this facility are 24 hours a day, 7 days a week.

70 youth were served in the past fiscal year.

Number of Staff:

- * 1 Full-time staff
- * 5 Part-time staff

Training or orientation for new staff is required in this program.

Release of the juvenile is determined by:

- * Juvenile Intake Worker

In the past year, this program received funding from:

* State Grant

The annual operating budget for this Holdover Program for the past fiscal year was \$53,000.00



Juvenile Intake and Assessment

121 South Gordy Street

El Dorado, KS

(316) 322-4240

Program Profile

This Holdover Program is primarily operated by (a/the) 13th Judicial District.

The security level is (a) combination of secure and non-secure.

Located in a(n) rural area population under 50,000/multiple county.

Is not required to comply with state licensure regulations.

Not part of a statewide system.

Physical location of program is a(n) law enforcement center -admin.

Reason program was established:

- * In compliance with a jail removal mandate
- * In an effort to reduce law enforcement downtime

Number of beds available:

The following equipment is available to staff and youth in the program:

- * Chairs
- * Access to restrooms

Monitoring of youth is provided by (a/an) Juvenile Intake Worker.

Referrals are received from:

- * Police
- * Juvenile Court Judge
- * Sheriff

The following types of offenders are accepted:

- * Juvenile Offender
- * Status Offender
- * Protective Services

Prior to entering this Juvenile Holdover Program, the youth was evaluated through an intake and assessment process, which was provided by a(n):

- * Intake and assessment worker

The age range of youth admitted to this Holdover Program is 0-17.

The maximum length of stay allowed is 6 hours.

The hours of operation for this facility are 24 hours a day, 7 days a week.

343 youth were served in the past fiscal year.

Number of Staff:

- * 1 Full-time staff
- * 2 Part-time staff

Training or orientation for new staff is required in this program.

Release of the juvenile is determined by:

* Juvenile Intake and Assessment Worker

In the past year, this program received funding from:

* State Grant

The annual operating budget for this Holdover Program for the past fiscal year was \$67.76



Lyon County Youth Attendant Care

Court Services

618 Commercial, Suite B

Emporia, KS

(316) 341-3294

Program Profile

This Holdover Program is primarily operated by (a/the) juvenile probation office.

The security level is (a) non-secure.

Located in a(n) rural area with a population base under 50,000.

Required to comply with state licensure regulations.

Not part of a statewide system.

Physical location of program is a(n) courthouse.

Reason program was established:

- * In compliance with a jail removal mandate
- * As a response to lack of detention beds
- * Because of the distance to the nearest detention facility
- * In an effort to provide the least restrictive setting
- * In an effort to reduce law enforcement downtime
- * Because of the need for immediate consequence

Number of beds available:

- * beds for males
- * beds for females
- * 2 beds for a combination of males and females

The following equipment is available to staff and youth in the program:

- * Chairs
- * Food & snacks
- * Food preparation facilities
- * Books and activities
- * Sleeping area
- * Access to restrooms
- * Access to showers

Monitoring of youth is provided by (a/an) attendant care worker.

Referrals are received from:

- * Police
- * Sheriff

The following types of offenders are accepted:

- * Juvenile Offender
- * Status Offender
- * Protective Services

Prior to entering this Juvenile Holdover Program, the youth was evaluated through an intake and assessment process, which was provided by a(n):

- * Intake and assessment worker

The age range of youth admitted to this Holdover Program is 10-17.

The maximum length of stay allowed is 24 hours.

The hours of operation for this facility are 24 hours a day, 7 days a week.

147 youth were served in the past fiscal year.

Number of Staff:

- * 1 Full-time staff
- * Part-time staff
- * Contracted staff
- * 10 On-call staff

Volunteers receive a stipend in this program.

Training or orientation for new staff is required in this program.

Release of the juvenile is determined by:

- * Intake and Assessment Worker

In the past year, this program received funding from:

- * Local government budget

The annual operating budget for this Holdover Program for the past fiscal year was

Budget information is not available for this program.

Juvenile Intake and Assessment System

11th Judicial District Juvenile Intake

System

225 N. Enterprise

Girard, KS

(316) 724-8427

Program Profile

This Holdover Program is primarily operated by (a/the) contracted service-Crawford County Mental Health.

The security level is (a) non-secure.

Located in a(n) rural population base under 50,000-multiple county.

Is not required to comply with state licensure regulations.

Part of a statewide system.

Physical location of program is a(n) Law enforcement centers.

Reason program was established:

- * In an effort to provide the least restrictive setting
- * In an effort to reduce law enforcement downtime
- * Because of legislative mandate

Number of beds available:

The following equipment is available to staff and youth in the program:

- * Access to restrooms
- * ADA Accessible

Monitoring of youth is provided by (a/an) Juvenile Intake Worker.

Referrals are received from:

- * Police
- * Sheriff

The following types of offenders are accepted:

- * Juvenile Offender
- * Status Offender
- * Protective Services

Prior to entering this Juvenile Holdover Program, the youth was evaluated through an intake and assessment process, which was provided by a(n):

- * Intake and assessment worker

The age range of youth admitted to this Holdover Program is 0-17.

The maximum length of stay allowed is 6 hours.

The hours of operation for this facility are 24 hours a day, 7 days a week.

347 youth were served in the past fiscal year.

Number of Staff:

- * 2 Full-time staff

* 16 Part-time staff

* On-call staff

Training or orientation for new staff is required in this program.

Release of the juvenile is determined by:

* Intake and Assessment Worker

In the past year, this program received funding from:

* State Grant

Budget information is not available for this program.



Juvenile Intake and Assessment

1806 12th Street

Great Bend, KS

(316) 793-1930

Program Profile

This Holdover Program is primarily operated by (a/the) Juvenile Intake and Assessment.

The security level is (a) non-secure.

Located in a(n) rural area with a population base under 50,000.

Required to comply with state licensure regulations.

Part of a statewide system.

Physical location of program is a(n) sheriff's office - administrative.

Reason program was established:

- * In compliance with a jail removal mandate
- * Because of the distance to the nearest detention facility

Number of beds available:

- * 3 beds for a combination of males and females

The following equipment is available to staff and youth in the program:

- * Chairs
- * Food & snacks
- * Books and activities
- * Sleeping area
- * Homework area
- * Access to restrooms
- * Access to showers
- * ADA Accessible

Monitoring of youth is provided by (a/an) attendant care worker.

Referrals are received from:

- * Juvenile Intake and Assessment Worker

The following types of offenders are accepted:

- * Status Offender
- * Protective Services

Prior to entering this Juvenile Holdover Program, the youth was evaluated through an intake and assessment process, which was provided by a(n):

- * Intake and assessment worker

The age range of youth admitted to this Holdover Program is 10-17.

The maximum length of stay allowed is 24 hours.

The hours of operation for this facility are 24 hours a day, 7 days a week.

Number of Staff:

* 9 Part-time staff

Volunteers receive a stipend in this program.

Training or orientation for new staff is required in this program.

Release of the juvenile is determined by:

- * Juvenile Intake and Assessment Worker

In the past year, this program received funding from:

- * State Grant

- * Local government budget

Budget information is not available for this program.

Juvenile Intake and Assessment

22nd Judicial District

909 S. 7th

Hiawaths, KS

(785) 742-7823

Program Profile

This Holdover Program is primarily operated by (a/the) Intake and Assessment.

The security level is (a) non-secure.

Located in a(n) rural area with a population base under 50,000.

Is not required to comply with state licensure regulations.

Part of a statewide system.

Physical location of program is a(n) no facility, worker on call.

Reason program was established:

- * In an effort to reduce law enforcement downtime
- * Because of legislative mandate

Number of beds available:

The following equipment is available to staff and youth in the program:

Monitoring of youth is provided by (a/an) intake and assessment worker.

Referrals are received from:

- * Sheriff

The following types of offenders are accepted:

- * Juvenile Offender
- * Status Offender
- * Protective Services

Prior to entering this Juvenile Holdover Program, the youth was evaluated through an intake and assessment process, which was provided by a(n):

- * Intake and assessment worker

The age range of youth admitted to this Holdover Program is 10-17.

The maximum length of stay allowed is 6 hours.

The hours of operation for this facility are 24 hours a day, 7 days a week.

100 youth were served in the past fiscal year.

Number of Staff:

- * 1 Full-time staff
- * 12 Contracted staff

Training or orientation for new staff is required in this program.

Release of the juvenile is determined by:

- * Law Enforcement

* Intake and Assessment Worker

In the past year, this program received funding from:

* State Grant

Budget information is not available for this program.



Juvenile Intake and Assessment

P.O. Box 70
Norton, KS
(785) 877-5793

Program Profile

This Holdover Program is primarily operated by (a/the) state agency.

The security level is (a) non-secure.

Located in a(n) rural area with a population base under 50,000.

Is not required to comply with state licensure regulations.

Not part of a statewide system.

Physical location of program is a(n) no facility, worker on call.

Reason program was established:

- * Because of legislative mandate

Number of beds available:

The following equipment is available to staff and youth in the program:

Monitoring of youth is provided by (a/an) Juvenile Intake Worker.

Referrals are received from:

- * Police
- * Sheriff
- * Juvenile Probation Office

The following types of offenders are accepted:

- * Juvenile Offender
- * Status Offender
- * Protective Services

Prior to entering this Juvenile Holdover Program, the youth was evaluated through an intake and assessment process, which was provided by a(n):

- * Intake and assessment worker

The age range of youth admitted to this Holdover Program is 0-17.

The maximum length of stay allowed is 6 hours.

The hours of operation for this facility are available as needed on call.

150 youth were served in the past fiscal year.

Number of Staff:

- * 1 Full-time staff
- * 6 Part-time staff
- * 2 On-call staff

Training or orientation for new staff is not required.

Release of the juvenile is determined by:

* Juvenile Intake Worker

In the past year, this program received funding from:

* State Grant

The annual operating budget for this Holdover Program for the past fiscal year was \$75,000.00



Sumner County Attendant Care

120 East 9th
Wellington, KS
(316) 326-8919

Program Profile

This Holdover Program is primarily operated by (a/the) contracted service- community corrections.

The security level is (a) non-secure.

Located in a(n) rural area population under 50,000 - single county.

Required to comply with state licensure regulations.

Part of a statewide system.

Physical location of program is a(n) probation office/self contained.

Reason program was established:

- * In compliance with a jail removal mandate
- * As a response to lack of detention beds
- * Because of the distance to the nearest detention facility
- * In an effort to provide the least restrictive setting

Number of beds available:

- * 3 beds for a combination of males and females

The following equipment is available to staff and youth in the program:

- * Chairs
- * Food & snacks
- * Food preparation facilities
- * Books and activities
- * Sleeping area
- * Homework area
- * Access to restrooms
- * Access to showers
- * ADA Accessible
- * room with bunk beds located in probation building

Monitoring of youth is provided by (a/an) attendant care worker.

Referrals are received from:

- * Juvenile Intake and Assessment Worker

The following types of offenders are accepted:

- * Juvenile Offender
- * Status Offender
- * Protective Services

Prior to entering this Juvenile Holdover Program, the youth was evaluated through an intake and assessment process, which was provided by a(n):

- * Intake and assessment worker

The age range of youth admitted to this Holdover Program is 0 -17.

The maximum length of stay allowed is 24 hours.

The hours of operation for this facility are on call only.

50 youth were served in the past fiscal year.

Number of Staff:

- * 10 On-call staff

Volunteers receive a stipend in this program.

Training or orientation for new staff is required in this program.

Release of the juvenile is determined by:

- * Juvenile Intake and Assessment Worker

In the past year, this program received funding from:

- * Local government budget

The annual operating budget for this Holdover Program for the past fiscal year was \$5,000.00

Juvenile Intake Assessment & Attendant Care

320 E. 9th St, Suite D

Winfield, KS

(316) 221-5407

Program Profile

This Holdover Program is primarily operated by (a/the) Juvenile Intake and Assessment System.

The security level is (a) non-secure.

Located in a(n) Rural population under 50,000 - single county.

Required to comply with state licensure regulations.

Not part of a statewide system.

Physical location of program is a(n) self contained facility.

Reason program was established:

- * In compliance with a jail removal mandate
- * In an effort to provide the least restrictive setting
- * In an effort to reduce law enforcement downtime
- * Because of legislative mandate

Number of beds available:

- * 5 beds for a combination of males and females

The following equipment is available to staff and youth in the program:

- * Chairs
- * Food & snacks
- * Books and activities
- * Sleeping area
- * Homework area
- * Access to restrooms
- * Access to showers
- * ADA Accessible

Monitoring of youth is provided by (a/an) attendant care worker.

Referrals are received from:

- * Intake and Assessment Worker

The following types of offenders are accepted:

- * Juvenile Offender
- * Status Offender
- * Protective Services

Prior to entering this Juvenile Holdover Program, the youth was evaluated through an intake and assessment process, which was provided by a(n):

- * Intake and assessment worker

The age range of youth admitted to this Holdover Program is 10-17.

The maximum length of stay allowed is 24 hours.

The hours of operation for this facility are on call only.

78 youth were served in the past fiscal year.

Number of Staff:

- * 1 Full-time staff
- * 4 Contracted staff

Volunteers receive a stipend in this program.

Training or orientation for new staff is required in this program.

Release of the juvenile is determined by:

- * Juvenile Intake Worker

In the past year, this program received funding from:

- * State Grant
- * Local government budget

Budget information is not available for this program.



Emergency Shelter

Louisiana United Methodist Children and
Family Services
PO Box 929
Ruston, LA
(318) 255-5020

Program Profile

This Holdover Program is primarily operated by (a/the) non-profit organization - church.

The security level is (a) non-secure.

Located in a(n) rural-population under 50,000 - multiple counties.

Required to comply with state licensure regulations.

Not part of a statewide system.

Physical location of program is a(n) emergency shelter.

Reason program was established:

- * In compliance with a jail removal mandate
- * As a response to lack of detention beds
- * Because of the distance to the nearest detention facility
- * In an effort to provide the least restrictive setting
- * In an effort to reduce law enforcement downtime
- * Because of legislative mandate
- * Because of the need for immediate consequence

Number of beds available:

- * 6 beds for males
- * 6 beds for females

The following equipment is available to staff and youth in the program:

- * Chairs
- * Food & snacks
- * Food preparation facilities
- * Books and activities
- * Sleeping area
- * Homework area
- * Access to restrooms
- * Access to showers
- * gym, social worker, school

Monitoring of youth is provided by (a/an) visual supervision.

Referrals are received from:

- * Police
- * Juvenile Court Judge
- * Sheriff

The following types of offenders are accepted:

- * Juvenile Offender
- * Status Offender
- * Protective Services

Prior to entering this Juvenile Holdover Program, the youth was not evaluated through an intake and assessment process.

The age range of youth admitted to this Holdover Program is 6 - 17.

The maximum length of stay allowed is 1-60 days.

The hours of operation for this facility are 24 hours a day, 7 days a week.

37 youth were served in the past fiscal year.

Number of Staff:

- * 126 Full-time staff
- * 69 Part-time staff
- * 4 Contracted staff
- * On-call staff

Training or orientation for new staff is required in this program.

Release of the juvenile is determined by:

- * Law Enforcement
- * Juvenile Court Judge

In the past year, this program received funding from:

- * Local government budget
- * Donations

The annual operating budget for this Holdover Program for the past fiscal year was \$826,796.00

Budget information is not available for this program.

26TH Judicial Circuit Juvenile Holdover Program

Family division - 26th Judicial Circuit Court

719 W. Chisholm St

Alpena, MI

(517) 356-6400

Program Profile

This Holdover Program is primarily operated by (a/the) Juvenile Court & Juvenile Probation Office.

The security level is (a) combination of secure and non-secure.

Located in a(n) rural area with a population base under 50,000.

Is not required to comply with state licensure regulations.

Part of a statewide system.

Physical location of program is a(n) jail.

Reason program was established:

- * In compliance with a jail removal mandate
- * Because of the distance to the nearest detention facility
- * Because of legislative mandate

Number of beds available:

- * 3 beds for a combination of males and females

The following equipment is available to staff and youth in the program:

- * Chairs
- * Food & snacks
- * Books and activities
- * Sleeping area
- * Homework area
- * Access to restrooms
- * Access to showers

Monitoring of youth is provided by (a/an) attendant care worker.

Referrals are received from:

- * Police
- * Social Services
- * Juvenile Court Judge
- * Sheriff
- * Juvenile Probation Office

The following types of offenders are accepted:

- * Juvenile Offender

Prior to entering this Juvenile Holdover Program, the youth was not evaluated through an intake and assessment process.

The age range of youth admitted to this Holdover Program is 12-16.

The maximum length of stay allowed is 24 hours.

The hours of operation for this facility are on call only.

Number of Staff:

Training or orientation for new staff is required in this program.

Release of the juvenile is determined by:

- * Juvenile Probation Office
- * Youth's parent(s)

In the past year, this program received funding from:

- * State Grant

Budget information is not available for this program.



Montmorency County Juvenile Holdover Program

26th Circuit Court - Family Division

PO Box 479

Atlanta, MI

(517) 785-4053

Program Profile

This Holdover Program is primarily operated by (a/the) Juvenile Probation Office.

The security level is (a) non-secure.

Located in a(n) Rural-population base under 50,000-single county.

Is not required to comply with state licensure regulations.

Not part of a statewide system.

Physical location of program is a(n) jail.

Reason program was established:

- * In compliance with a jail removal mandate
- * As a response to lack of detention beds
- * Because of the distance to the nearest detention facility
- * In an effort to reduce law enforcement downtime

Number of beds available:

- * 1 beds for a combination of males and females

The following equipment is available to staff and youth in the program:

- * Chairs
- * Sleeping area
- * Homework area
- * Access to restrooms
- * Access to showers

Monitoring of youth is provided by (a/an) attendant care worker.

Referrals are received from:

- * Police
- * Social Services
- * Juvenile Court Judge
- * Sheriff
- * Juvenile Probation Office

The following types of offenders are accepted:

- * Juvenile Offender

Prior to entering this Juvenile Holdover Program, the youth was evaluated through an intake and assessment process, which was provided by a(n):

- * Juvenile Probation Officer

The age range of youth admitted to this Holdover Program is 9-16.

The maximum length of stay allowed is 24 hours.

The hours of operation for this facility are on call only.

15 youth were served in the past fiscal year.

Number of Staff:

- * 5 On-call staff

Volunteers receive a stipend in this program.

Training or orientation for new staff is required in this program.

Release of the juvenile is determined by:

- * Juvenile Probation Office

In the past year, this program received funding from:

- * State Grant

Budget information is not available for this program.



Gogebbe County Juvenile Holdover Program

200 N. Moore St.

Bessemer, MI

(906) 663-4147

Program Profile

This Holdover Program is primarily operated by (a/the) Juvenile Court.

The security level is (a) non-secure.

Located in a(n) rural population base under 50,000 - single county.

Is not required to comply with state licensure regulations.

Part of a statewide system.

Physical location of program is a(n) jail.

Reason program was established:

- * In compliance with a jail removal mandate
- * As a response to lack of detention beds
- * Because of the distance to the nearest detention facility
- * Because of legislative mandate

Number of beds available:

- * 1 beds for males
- * 1 beds for females

The following equipment is available to staff and youth in the program:

- * Chairs
- * Food & snacks
- * Sleeping area
- * Access to restrooms
- * Access to showers

Monitoring of youth is provided by (a/an) attendant care worker.

Referrals are received from:

- * Police
- * Social Services
- * Juvenile Court Judge
- * Juvenile Probation Office

The following types of offenders are accepted:

- * Juvenile Offender

Prior to entering this Juvenile Holdover Program, the youth was not evaluated through an intake and assessment process.

The age range of youth admitted to this Holdover Program is under 16.

The maximum length of stay allowed is 24 hours.

The hours of operation for this facility are 24 hours a day, 7 days a week.

30 youth were served in the past fiscal year.

Number of Staff:

- * 2 Full-time staff
- * 1 Part-time staff
- * 6 Contracted staff
- * 6 On-call staff

Volunteers receive a stipend in this program.

Training or orientation for new staff is required in this program.

Release of the juvenile is determined by:

- * Juvenile Probation Office
- * Juvenile Court Judge

In the past year, this program received funding from:

- * State Grant
- * Local government budget

The annual operating budget for this Holdover Program for the past fiscal year was \$70,000.00

Tuscola County Juvenile Holdover

Tusola county Family Court

440 N. State St.

Caro, MI

(517) 672-3855

Program Profile

This Holdover Program is primarily operated by (a/the) Juvenile Court.

The security level is (a) combination of secure and non-secure.

Located in a(n) urban area with a population base over 50,000.

Is not required to comply with state licensure regulations.

Part of a statewide system.

Physical location of program is a(n) jail.

Reason program was established:

- * In compliance with a jail removal mandate

Number of beds available:

- * 1 beds for a combination of males and females

The following equipment is available to staff and youth in the program:

- * Chairs
- * Food & snacks
- * Sleeping area
- * Access to restrooms
- * Access to showers

Monitoring of youth is provided by (a/an) attendant care worker.

Referrals are received from:

- * Police
- * Sheriff

The following types of offenders are accepted:

- * Juvenile Offender

Prior to entering this Juvenile Holdover Program, the youth was not evaluated through an intake and assessment process.

- * This program hold any youth held by court order.

The age range of youth admitted to this Holdover Program is 10 - 16.

The maximum length of stay allowed is 24 hours.

The hours of operation for this facility are 24 hours a day, 7 days a week.

15 youth were served in the past fiscal year.

Number of Staff:

- * 6 On-call staff

Volunteers receive a stipend in this program.

Training or orientation for new staff is required in this program.

Release of the juvenile is determined by:

* Juvenile Probation Office

In the past year, this program received funding from:

* State Grant

Budget information is not available for this program.

St. Joseph County Juvenile Holdover Program

St. Joseph County Sheriff's Department

PO Box 339

Centerville, MI

(616) 467-9045

Program Profile

This Holdover Program is primarily operated by (a/the) Sheriff's Department.

The security level is (a) combination of secure and non-secure.

Located in a(n) urban-population base over 50,000-single county.

Is not required to comply with state licensure regulations.

Part of a statewide system.

Physical location of program is a(n) jail.

Reason program was established:

- * In compliance with a jail removal mandate
- * As a response to lack of detention beds
- * Because of the distance to the nearest detention facility
- * In an effort to reduce law enforcement downtime
- * Because of the need for immediate consequence

Number of beds available:

- * 4 beds for males

The following equipment is available to staff and youth in the program:

- * Food & snacks
- * Sleeping area
- * Access to restrooms
- * Access to showers

Monitoring of youth is provided by (a/an) attendant care worker.

Referrals are received from:

- * Police
- * Juvenile Court Judge
- * Sheriff
- * Juvenile Probation Office

The following types of offenders are accepted:

- * Juvenile Offender
- * Status Offender

Prior to entering this Juvenile Holdover Program, the youth was evaluated through an intake and assessment process, which was provided by a(n):

- * Juvenile Court

The age range of youth admitted to this Holdover Program is 12-17.

The maximum length of stay allowed is 24 hours.

The hours of operation for this facility are 24 hours a day, 7 days a week.

Number of Staff:

Volunteers receive a stipend in this program.

Training or orientation for new staff is required in this program.

Release of the juvenile is determined by:

- * Juvenile Probation Office

In the past year, this program received funding from:

- * State Grant

Budget information is not available for this program.

33rd Circuit Court Juvenile Holdover Program

33rd Circuit Court - Family Division

301 State Street

Charlevoix, MI

(616) 547-7214

Program Profile

This Holdover Program is primarily operated by (a/the) Juvenile Court.

The security level is (a) combination of secure and non-secure.

Located in a(n) Rural-population base under 50,000-single county.

Is not required to comply with state licensure regulations.

Part of a statewide system.

Physical location of program is a(n) jail.

Reason program was established:

- * As a response to lack of detention beds
- * Because of the distance to the nearest detention facility
- * In an effort to reduce law enforcement downtime

Number of beds available:

- * 1 beds for a combination of males and females

The following equipment is available to staff and youth in the program:

- * Chairs
- * Food & snacks
- * Food preparation facilities
- * Sleeping area
- * Access to restrooms

Monitoring of youth is provided by (a/an) attendant care worker.

Referrals are received from:

- * Police
- * Parents
- * Sheriff
- * Juvenile Probation Office

The following types of offenders are accepted:

- * Juvenile Offender
- * Status Offender

Prior to entering this Juvenile Holdover Program, the youth was not evaluated through an intake and assessment process.

The age range of youth admitted to this Holdover Program is 10 - 17.

The maximum length of stay allowed is 24 hours.

The hours of operation for this facility are on call only.

Number of Staff:

* 20 On-call staff

Volunteers receive a stipend in this program.

Training or orientation for new staff is required in this program.

Release of the juvenile is determined by:

* on-call referee

In the past year, this program received funding from:

* State Grant

Budget information is not available for this program.

Shiawassee County Juvenile Holdover Program

Shiawassee County Circuit Court-Family

Division

110 E. Mack

Corunna, MI

(517) 743-2372

Program Profile

This Holdover Program is primarily operated by (a/the) Juvenile Court - Probation Office.

The security level is (a) non-secure.

Located in a(n) urban-population base over 50,000-single county.

Is not required to comply with state licensure regulations.

Part of a statewide system.

Physical location of program is a(n) basement of jail.

Reason program was established:

- * Because of the distance to the nearest detention facility
- * In an effort to reduce law enforcement downtime
- * Only used overnight if parents cannot be located

Number of beds available:

- * 1 beds for a combination of males and females

The following equipment is available to staff and youth in the program:

- * Chairs
- * Sleeping area
- * Access to restrooms
- * TV/VCR for attendant

Monitoring of youth is provided by (a/an) attendant care worker.

Referrals are received from:

- * Police
- * Sheriff

The following types of offenders are accepted:

- * Juvenile Offender
- * Status Offender

Prior to entering this Juvenile Holdover Program, the youth was not evaluated through an intake and assessment process.

The age range of youth admitted to this Holdover Program is 11-17.

The maximum length of stay allowed is overnight.

The hours of operation for this facility are on call only.

25 youth were served in the past fiscal year.

Number of Staff:

* 10 On-call staff

Volunteers receive a stipend in this program.

Training or orientation for new staff is required in this program.

Release of the juvenile is determined by:

* Holdover staff

* Juvenile must be released in the morning

In the past year, this program received funding from:

* State Grant

Budget information is not available for this program.



Iron County Juvenile Holdover Program

Juvenile Division - Iron County Family
Court

2 South Sixth, Suite 10

Crystal Falls, MI

(906) 875-6351

Program Profile

This Holdover Program is primarily operated by (a/the) Juvenile Court.

The security level is (a) non-secure.

Located in a(n) rural- population base under 50,000-single county.

Is not required to comply with state licensure regulations.

Part of a statewide system.

Physical location of program is a(n) jail.

Reason program was established:

- * In compliance with a jail removal mandate
- * As a response to lack of detention beds
- * Because of the distance to the nearest detention facility
- * In an effort to provide the least restrictive setting

Number of beds available:

- * 1 beds for males
- * 1 beds for females

The following equipment is available to staff and youth in the program:

- * Chairs
- * Food & snacks
- * Food preparation facilities
- * Books and activities
- * Sleeping area
- * Homework area
- * Access to restrooms
- * Access to showers

Monitoring of youth is provided by (a/an) attendant care worker.

Referrals are received from:

- * Police
- * Social Services
- * Juvenile Court Judge

The following types of offenders are accepted:

- * Juvenile Offender
- * Status Offender

Prior to entering this Juvenile Holdover Program, the youth was evaluated through an intake and

assessment process, which was provided by a(n):

- * Juvenile Probation Officer
- * Law Enforcement
- * Juvenile Judge, Social Services



The age range of youth admitted to this Holdover Program is 12-16.

The maximum length of stay allowed is 48 hours.

The hours of operation for this facility are 24 hours a day, 7 days a week.

Number of Staff:

- * 13 On-call staff

Volunteers receive a stipend in this program.

Training or orientation for new staff is required in this program.

Release of the juvenile is determined by:

- * Juvenile Probation Office
- * Juvenile Court Judge

In the past year, this program received funding from:

- * State Grant

Budget information is not available for this program.



46th Circuit Juvenile Holdover Program
46th Circuit Trial Court - Juvenile Division
225 W. Main, Rm 209
Gaylord, MI
(517) 732-6484

Program Profile

This Holdover Program is primarily operated by (a/the) Juvenile Court.

The security level is (a) non-secure.

Located in a(n) rural-population base under 50,000-single county.

Is not required to comply with state licensure regulations.

Part of a statewide system.

Physical location of program is a(n) law enforcement office.

Reason program was established:

- * As a response to lack of detention beds
- * Because of the distance to the nearest detention facility
- * In an effort to provide the least restrictive setting

Number of beds available:

The following equipment is available to staff and youth in the program:

- * Chairs
- * Food & snacks
- * Food preparation facilities
- * Books and activities
- * Homework area
- * Access to restrooms

Monitoring of youth is provided by (a/an) attendant care worker.

Referrals are received from:

- * Police

The following types of offenders are accepted:

- * Juvenile Offender
- * Status Offender

Prior to entering this Juvenile Holdover Program, the youth was evaluated through an intake and assessment process, which was provided by a(n):

- * Law Enforcement

The age range of youth admitted to this Holdover Program is 12-17.

The maximum length of stay allowed is 16 hours.

The hours of operation for this facility are on call only.

12 youth were served in the past fiscal year.

Number of Staff:

* 4 On-call staff

Volunteers receive a stipend in this program.

Training or orientation for new staff is required in this program.

Release of the juvenile is determined by:

* Law Enforcement

In the past year, this program received funding from:

* State Grant

Budget information is not available for this program.



Clare County Juvenile Holdover Program

Clare County Family Court

PO Box 96

Harrison, MI

(517) 539-7887

Program Profile

This Holdover Program is primarily operated by (a/the) Juvenile Court.

The security level is (a) non-secure.

Located in a(n) Rural-population base under 50,000-single county.

Is not required to comply with state licensure regulations.

Part of a statewide system.

Physical location of program is a(n) courthouse.

Reason program was established:

- * As a response to lack of detention beds
- * Because of the distance to the nearest detention facility

Number of beds available:

- * 2 beds for a combination of males and females

The following equipment is available to staff and youth in the program:

- * Chairs
- * Food & snacks
- * Food preparation facilities
- * Sleeping area
- * Homework area
- * Access to restrooms

Monitoring of youth is provided by (a/an) attendant care worker.

Referrals are received from:

- * Police
- * Juvenile Court Judge
- * Sheriff
- * Juvenile Probation Office

The following types of offenders are accepted:

- * Juvenile Offender
- * Status Offender
- * Protective Services

Prior to entering this Juvenile Holdover Program, the youth was evaluated through an intake and assessment process, which was provided by a(n):

- * Juvenile Probation Officer

The age range of youth admitted to this Holdover Program is 12-16.

The maximum length of stay allowed is 24 hours.

The hours of operation for this facility are 24 hours a day, 7 days a week.

15 youth were served in the past fiscal year.

Number of Staff:

- * 8 On-call staff

Volunteers receive a stipend in this program.

Training or orientation for new staff is required in this program.

Release of the juvenile is determined by:

- * Juvenile Probation Office
- * The Juvenile may leave the program at any time
- * Juvenile Court Judge

In the past year, this program received funding from:

- * State Grant

Budget information is not available for this program.

26th Judicial Juvenile Holdover Program

Family Division of 26th Judicial Court

PO box 366

Harrisville, MI

(517) 724-5523

Program Profile

This Holdover Program is primarily operated by (a/the) Juvenile Court.

The security level is (a) non-secure.

Located in a(n) rural area with a population base under 50,000.

Is not required to comply with state licensure regulations.

Part of a statewide system.

Physical location of program is a(n) courthouse.

Reason program was established:

- * In compliance with a jail removal mandate
- * As a response to lack of detention beds

Number of beds available:

- * 2 beds for a combination of males and females

The following equipment is available to staff and youth in the program:

- * Chairs
- * Food & snacks
- * Sleeping area
- * Access to restrooms

Monitoring of youth is provided by (a/an) attendant care worker.

Referrals are received from:

- * Police
- * Social Services
- * Sheriff

The following types of offenders are accepted:

- * Juvenile Offender
- * Status Offender

Prior to entering this Juvenile Holdover Program, the youth was evaluated through an intake and assessment process, which was provided by a(n):

- * Intake and assessment worker
- * Law Enforcement

The age range of youth admitted to this Holdover Program is 12-17.

The maximum length of stay allowed is 24 hours.

The hours of operation for this facility are 24 hours a day, 7 days a week.

3 youth were served in the past fiscal year.

Number of Staff:

- * 6 On-call staff

Volunteers receive a stipend in this program.

Training or orientation for new staff is required in this program.

Release of the juvenile is determined by:

- * Juvenile Probation Office

In the past year, this program received funding from:

- * State Grant

Budget information is not available for this program.



Oceana County Juvneile Holdover Program

Oceana County Family Court

100 S State Stree, Suite M34

Hart, MI

(616) 873-3811

Program Profile

This Holdover Program is primarily operated by (a/the) Juvenile Court.

The security level is (a) non-secure.

Located in a(n) Rural-population base under 50,000-single county.

Is not required to comply with state licensure regulations.

Part of a statewide system.

Physical location of program is a(n) jail.

Reason program was established:

- * As a response to lack of detention beds
- * Because of the distance to the nearest detention facility
- * In an effort to reduce law enforcement downtime
- * Because of the need for immediate consequence

Number of beds available:

- * 1 beds for a combination of males and females

The following equipment is available to staff and youth in the program:

- * Chairs
- * Food & snacks
- * Sleeping area
- * Homework area
- * Access to restrooms
- * Access to showers
- * ADA Accessible
- * TV

Monitoring of youth is provided by (a/an) attendant care worker.

Referrals are received from:

- * Police
- * Juvenile Court Judge
- * Sheriff
- * Juvenile Probation Office

The following types of offenders are accepted:

- * Juvenile Offender
- * Status Offender

Prior to entering this Juvenile Holdover Program, the youth was not evaluated through an intake and assessment process.

The age range of youth admitted to this Holdover Program is 12-17.

The maximum length of stay allowed is 24 hours.

The hours of operation for this facility are on call only.

6 youth were served in the past fiscal year.

Number of Staff:

- * 12 On-call staff

Volunteers receive a stipend in this program.

Training or orientation for new staff is required in this program.

Release of the juvenile is determined by:

- * Juvenile Probation Office
- * The Juvenile may leave the program at any time
- * Juvenile Court Judge

In the past year, this program received funding from:

- * State Grant

Budget information is not available for this program.

Mason County Juvenile Holdover Program

Mason County Juvenile Court

PO Box 186

Ludington, MI

(616) 845-1213

Program Profile

This Holdover Program is primarily operated by (a/the) Juvenile Court.

The security level is (a) non-secure.

Located in a(n) Rural-population base under 50,000-single county.

Is not required to comply with state licensure regulations.

Part of a statewide system.

Physical location of program is a(n) jail.

Reason program was established:

- * In compliance with a jail removal mandate
- * As a response to lack of detention beds
- * Because of the distance to the nearest detention facility
- * In an effort to provide the least restrictive setting
- * In an effort to reduce law enforcement downtime
- * Because of the need for immediate consequence

Number of beds available:

- * 2 beds for a combination of males and females

The following equipment is available to staff and youth in the program:

- * Chairs
- * Food & snacks
- * Books and activities
- * Sleeping area
- * Homework area
- * Access to restrooms
- * Access to showers
- * ADA Accessible

Monitoring of youth is provided by (a/an) attendant care worker.

Referrals are received from:

- * Police
- * Juvenile Court Judge
- * Sheriff
- * Juvenile Probation Office

The following types of offenders are accepted:

- * Juvenile Offender
- * Status Offender

Prior to entering this Juvenile Holdover Program, the youth was evaluated through an intake and assessment process, which was provided by a(n):

- * Phone assessment by Judge or Court Referee

The age range of youth admitted to this Holdover Program is 10-17.

The maximum length of stay allowed is 1-3 days.

The hours of operation for this facility are 24 hours a day, 7 days a week.

470 youth were served in the past fiscal year.

Number of Staff:

- * 30 Contracted staff

Training or orientation for new staff is required in this program.

Release of the juvenile is determined by:

- * Juvenile Court Judge
- * Court referee

In the past year, this program received funding from:

- * State Grant

Budget information is not available for this program.

19th Circuit Court Juvenile Holdover Program

19th Circuit Court - Family Division

415 Third Street

Manistee, MI

(616) 723-2573

Program Profile

This Holdover Program is primarily operated by (a/the) Juvenile Court.

The security level is (a) non-secure.

Located in a(n) rural-population base under 50,000-single county.

Is not required to comply with state licensure regulations.

Part of a statewide system.

Physical location of program is a(n) courthouse.

Reason program was established:

- * In compliance with a jail removal mandate
- * Because of the distance to the nearest detention facility

Number of beds available:

- * 1 beds for a combination of males and females

The following equipment is available to staff and youth in the program:

- * Chairs
- * Food & snacks
- * Food preparation facilities
- * Sleeping area
- * Homework area
- * Access to restrooms
- * Access to showers
- * TV - educational videos

Monitoring of youth is provided by (a/an) attendant care worker.

Referrals are received from:

- * Police
- * Juvenile Probation Office

The following types of offenders are accepted:

- * Juvenile Offender
- * Status Offender

Prior to entering this Juvenile Holdover Program, the youth was evaluated through an intake and assessment process, which was provided by a(n):

- * Juvenile Probation Officer

The age range of youth admitted to this Holdover Program is 7-16.

The maximum length of stay allowed is 24 hours.

The hours of operation for this facility are on call only.

5 youth were served in the past fiscal year.

Number of Staff:

* 20 On-call staff

Volunteers receive a stipend in this program.

Training or orientation for new staff is not required.

Release of the juvenile is determined by:

* Juvenile Probation Office

In the past year, this program received funding from:

* State Grant

Budget information is not available for this program.



Marquette County Juvenile Holdover Program

Marquette County Juvenile Court

Courthouse Annex

Marquette, MI

(906) 225-8286

Program Profile

This Holdover Program is primarily operated by (a/the) Juvenile Court.

The security level is (a) non-secure.

Located in a(n) Rural-population base under 50,000-single county.

Is not required to comply with state licensure regulations.

Part of a statewide system.

Physical location of program is a(n) courthouse.

Reason program was established:

- * In compliance with a jail removal mandate
- * As a response to lack of detention beds
- * Because of the distance to the nearest detention facility

Number of beds available:

- * 1 beds for a combination of males and females

The following equipment is available to staff and youth in the program:

- * Chairs
- * Food & snacks
- * Books and activities
- * Sleeping area
- * Homework area
- * Access to restrooms
- * Access to showers
- * ADA Accessible
- * TV

Monitoring of youth is provided by (a/an) attendant care worker.

Referrals are received from:

- * Police
- * Social Services
- * Parents
- * Juvenile Court Judge
- * Sheriff
- * Schools
- * Juvenile Probation Office
- * final decision by juvenile probation

The following types of offenders are accepted:

- * Juvenile Offender
- * Status Offender
- * Protective Services



Prior to entering this Juvenile Holdover Program, the youth was not evaluated through an intake and assessment process.

The age range of youth admitted to this Holdover Program is 10 - 17.

The maximum length of stay allowed is 48 hours.

The hours of operation for this facility are 24 hours a day, 7 days a week.

11 youth were served in the past fiscal year.

Number of Staff:

- * 20 On-call staff

Volunteers receive a stipend in this program.

Training or orientation for new staff is required in this program.

Release of the juvenile is determined by:

- * Juvenile Probation Office
- * Juvenile Court Judge

In the past year, this program received funding from:

- * State Grant
- * Local government budget



The annual operating budget for this Holdover Program for the past fiscal year was \$4,328.04



Isabella County Juvenile Holdover Program

Isabella County Jail

207 N. Court St.

Mr. Pleasant, MI

(517) 772-5911

Program Profile

This Holdover Program is primarily operated by (a/the) Juvenile Court - Sheriff.

The security level is (a) non-secure.

Located in a(n) rural-population base under 50,000 - single county.

Is not required to comply with state licensure regulations.

Part of a statewide system.

Physical location of program is a(n) jail.

Reason program was established:

- * In an effort to provide the least restrictive setting
- * Because of the need for immediate consequence
- * Public school detention

Number of beds available:

The following equipment is available to staff and youth in the program:

- * Chairs
- * Food & snacks
- * Food preparation facilities
- * Sleeping area
- * Homework area
- * Access to restrooms
- * Access to showers
- * ADA Accessible
- * TV -VCR - Education Videos

Monitoring of youth is provided by (a/an) attendant care worker.

Referrals are received from:

- * Police
- * Social Services
- * Juvenile Court Judge
- * Schools
- * Juvenile Probation Office

The following types of offenders are accepted:

- * Juvenile Offender
- * Status Offender
- * Protective Services

Prior to entering this Juvenile Holdover Program, the youth was not evaluated through an intake and

assessment process.

The age range of youth admitted to this Holdover Program is 13 - 17.

The maximum length of stay allowed is 24 hours.

The hours of operation for this facility are 24 hours a day, 7 days a week.

20 youth were served in the past fiscal year.

Number of Staff:

- * 20 On-call staff

Volunteers receive a stipend in this program.

Training or orientation for new staff is required in this program.

Release of the juvenile is determined by:

- * Juvenile Probation Office
- * Holdover staff
- * The Juvenile may leave the program at any time
- * Juvenile Court Judge
- * Youth's parent(s)

In the past year, this program received funding from:

- * State Grant
- * Local government budget

Budget information is not available for this program.

Ontomagon County Juvenile Holdover Program

620 Conglomerate St

Ontomagon, MI

(906) 884-4901

Program Profile

This Holdover Program is primarily operated by (a/the) Juvenile Court.

The security level is (a) combination of secure and non-secure.

Located in a(n) rural -population base under 50,000- single county.

Is not required to comply with state licensure regulations.

Part of a statewide system.

Physical location of program is a(n) sheriff's office - administrative.

Reason program was established:

- * In compliance with a jail removal mandate
- * Because of the distance to the nearest detention facility
- * In an effort to reduce law enforcement downtime
- * Because of the need for immediate consequence

Number of beds available:

- * 1 beds for males
- * 1 beds for females

The following equipment is available to staff and youth in the program:

- * Chairs
- * Food & snacks
- * Books and activities
- * Sleeping area
- * Access to restrooms
- * Access to showers

Monitoring of youth is provided by (a/an) attendant care worker.

Referrals are received from:

- * Social Services
- * Juvenile Court Judge
- * Juvenile Probation Office

The following types of offenders are accepted:

- * Juvenile Offender
- * Status Offender

Prior to entering this Juvenile Holdover Program, the youth was not evaluated through an intake and assessment process.

The age range of youth admitted to this Holdover Program is 10 - 16.

The maximum length of stay allowed is 12 hours.

The hours of operation for this facility are on call only.

9 youth were served in the past fiscal year.

Number of Staff:

- * 20 On-call staff

Volunteers receive a stipend in this program.

Training or orientation for new staff is not required.

Release of the juvenile is determined by:

- * Juvenile Probation Office
- * Youth's parent(s)

In the past year, this program received funding from:

- * State Grant
- * Local government budget

Budget information is not available for this program.



Sanilac County Juvenile Holdover Program

Sanilac County Family Court

60 W. Sanilac Ave

Sandusky, MI

(810) 648-3220

Program Profile

This Holdover Program is primarily operated by (a/the) Juvenile Court.

The security level is (a) non-secure.

Located in a(n) Rural-population base under 50,000-multiple county.

Is not required to comply with state licensure regulations.

Part of a statewide system.

Physical location of program is a(n) jail.

Reason program was established:

- * In compliance with a jail removal mandate
- * As a response to lack of detention beds
- * Because of the distance to the nearest detention facility
- * In an effort to provide the least restrictive setting

Number of beds available:

- * 1 beds for males
- * 1 beds for females

The following equipment is available to staff and youth in the program:

- * Chairs
- * Sleeping area
- * Access to restrooms

Monitoring of youth is provided by (a/an) attendant care worker.

Referrals are received from:

- * Police
- * Juvenile Court Judge
- * Sheriff
- * Juvenile Probation Office

The following types of offenders are accepted:

- * Juvenile Offender
- * Status Offender
- * Protective Services

Prior to entering this Juvenile Holdover Program, the youth was not evaluated through an intake and assessment process.

The age range of youth admitted to this Holdover Program is 12 - 16.

The maximum length of stay allowed is 24 hours.

The hours of operation for this facility are 24 hours a day, 7 days a week.

7 youth were served in the past fiscal year.

Number of Staff:

- * 12 On-call staff

Volunteers receive a stipend in this program.

Training or orientation for new staff is required in this program.

Release of the juvenile is determined by:

- * Juvenile Probation Office

In the past year, this program received funding from:

- * State Grant

Budget information is not available for this program.



Iasco County Juvenile Holdover Program

Iasco County Family Court

PO Box 421

Tawas, MI

(517) 362-3991

Program Profile

This Holdover Program is primarily operated by (a/the) Juvenile Court.

The security level is (a) combination of secure and non-secure.

Located in a(n) rural-population base under 50,000-single county.

Is not required to comply with state licensure regulations.

Part of a statewide system.

Physical location of program is a(n) jail.

Reason program was established:

- * In compliance with a jail removal mandate
- * As a response to lack of detention beds
- * Because of the distance to the nearest detention facility
- * Because of the need for immediate consequence

Number of beds available:

- * 2 beds for a combination of males and females

The following equipment is available to staff and youth in the program:

- * Chairs
- * Food & snacks
- * Sleeping area
- * Homework area
- * Access to restrooms
- * Access to showers
- * ADA Accessible

Monitoring of youth is provided by (a/an) attendant care worker.

Referrals are received from:

- * Police
- * Social Services
- * Juvenile Court Judge
- * Juvenile Probation Office

The following types of offenders are accepted:

- * Juvenile Offender
- * Status Offender

Prior to entering this Juvenile Holdover Program, the youth was not evaluated through an intake and assessment process.

The age range of youth admitted to this Holdover Program is 12-17.

The maximum length of stay allowed is 24 hours.

The hours of operation for this facility are 24 hours a day, 7 days a week.

10 youth were served in the past fiscal year.

Number of Staff:

- * 10 On-call staff

Volunteers receive a stipend in this program.

Training or orientation for new staff is required in this program.

Release of the juvenile is determined by:

- * Juvenile Probation Office

In the past year, this program received funding from:

- * State Grant

The annual operating budget for this Holdover Program for the past fiscal year was \$500.00

Juvenile Holdover Program
Wright County Sheriff's Office
Courthouse
Buffalo, MN
(612) 682-7659

Program Profile

This Holdover Program is primarily operated by (a/the) sheriff's department.

The security level is (a) non-secure.

Located in a(n) urban area with a population base over 50,000.

Required to comply with state licensure regulations.

Part of a statewide system.

Physical location of program is a(n) jail - administrative area.

Reason program was established:

- * In compliance with a jail removal mandate
- * As a response to lack of detention beds
- * Because of the distance to the nearest detention facility
- * In an effort to provide the least restrictive setting
- * In an effort to reduce law enforcement downtime
- * Because of legislative mandate
- * Because of the need for immediate consequence

Number of beds available:

- * beds for males
- * beds for females
- * 2 beds for a combination of males and females

The following equipment is available to staff and youth in the program:

- * Chairs
- * Food & snacks
- * Sleeping area
- * Access to restrooms
- * Access to showers

Monitoring of youth is provided by (a/an) attendant care worker.

Referrals are received from:

- * Police
- * Sheriff

The following types of offenders are accepted:

- * Juvenile Offender
- * Status Offender

Prior to entering this Juvenile Holdover Program, the youth was not evaluated through an intake and assessment process.

* Law Enforcement

The age range of youth admitted to this Holdover Program is 10-17.

The maximum length of stay allowed is 24 hours.

The hours of operation for this facility are 24 hours a day, 7 days a week.

391 youth were served in the past fiscal year.

Number of Staff:

- * 2 Full-time staff
- * Part-time staff
- * Contracted staff
- * 11 On-call staff

Volunteers receive a stipend in this program.

Training or orientation for new staff is required in this program.

Release of the juvenile is determined by:

- * Holdover staff

In the past year, this program received funding from:

- * State Grant
- * Local government budget

The annual operating budget for this Holdover Program for the past fiscal year was

Budget information is not available for this program.

Many Rivers Juvenile Center
2118 SE Campus Dr., Suite 2000
Rochester, MN
(507) 287-7858

Program Profile

This Holdover Program is primarily operated by (a/the) Social Services.

The security level is (a) secure - 8 day program.

Located in a(n) urban area with a population base over 50,000.

Required to comply with state licensure regulations.

Part of a statewide system.

Physical location of program is a(n) self contained facility.

Reason program was established:

- * As a response to lack of detention beds
- * Because of the distance to the nearest detention facility
- * In an effort to reduce law enforcement downtime

Number of beds available:

- * 8 beds for a combination of males and females

The following equipment is available to staff and youth in the program:

- * Chairs
- * Food & snacks
- * Books and activities
- * Sleeping area
- * Homework area
- * Access to restrooms
- * Access to showers
- * ADA Accessible

Monitoring of youth is provided by (a/an) attendant care worker.

Referrals are received from:

- * Police
- * Social Services
- * Juvenile Court Judge
- * Sheriff
- * Juvenile Probation Office
- * Public Defenders

The following types of offenders are accepted:

- * Juvenile Offender

Prior to entering this Juvenile Holdover Program, the youth was evaluated through an intake and assessment process, which was provided by a(n):

- * Holdover Program

The age range of youth admitted to this Holdover Program is 10-17.

The maximum length of stay allowed is 8 days.

The hours of operation for this facility are 24 hours a day, 7 days a week.

300 youth were served in the past fiscal year.

Number of Staff:

- * 9 Full-time staff
- * 1 Part-time staff
- * 10 Contracted staff
- * 15 On-call staff

Training or orientation for new staff is required in this program.

Release of the juvenile is determined by:

- * Juvenile Probation Office
- * Law Enforcement

In the past year, this program received funding from:

- * State Grant
- * Local government budget
- * Donations

The annual operating budget for this Holdover Program for the past fiscal year was \$500,000.00

Nonsecure Detention

Youth Court
155 W. Granite
Butte, MT
(406) 723-8262

Program Profile

This Holdover Program is primarily operated by (a/the) contracted service - psychiatric hospital.

The security level is (a) combination of secure and non-secure.

Located in a(n) rural-population under 50,000 - multiple counties.

Required to comply with state licensure regulations.

Not part of a statewide system.

Physical location of program is a(n) detention facility.

Reason program was established:

- * In compliance with a jail removal mandate
- * As a response to lack of detention beds
- * Because of the distance to the nearest detention facility
- * In an effort to provide the least restrictive setting
- * In an effort to reduce law enforcement downtime
- * Because of legislative mandate
- * Because of the need for immediate consequence

Number of beds available:

- * beds for males
- * beds for females
- * 4 beds for a combination of males and females

The following equipment is available to staff and youth in the program:

- * Chairs
- * Food & snacks
- * Books and activities
- * Sleeping area
- * Access to restrooms
- * Access to showers

Monitoring of youth is provided by (a/an) attendant care worker.

Referrals are received from:

- * Juvenile Court Judge
- * Juvenile Probation Office

The following types of offenders are accepted:

- * Juvenile Offender
- * Status Offender
- * Protective Services

Prior to entering this Juvenile Holdover Program, the youth was evaluated through an intake and assessment process, which was provided by a(n):

- * Juvenile Probation Officer
- * Montana Youth Court Act has LEO contact JPO

The age range of youth admitted to this Holdover Program is 10 - 17.

The maximum length of stay allowed is 24 hours.

The hours of operation for this facility are on call only.

30 youth were served in the past fiscal year.

Number of Staff:

- * 3 Full-time staff
- * 3 Part-time staff
- * Contracted staff
- * On-call staff

Training or orientation for new staff is required in this program.

Release of the juvenile is determined by:

- * Juvenile Probation Office

In the past year, this program received funding from:

- * State Grant
- * Local government budget

The annual operating budget for this Holdover Program for the past fiscal year was

Budget information is not available for this program.

Cascade County Regional Youth Service Center

1600 26th Street South

Great Falls, MT

(406) 454-6930

Program Profile

The security level is (a) combination of secure and non-secure.

Located in a(n) urban-population base 50,000+ -multiple counties.

Is not required to comply with state licensure regulations.

Not part of a statewide system.

Physical location of program is a(n) detention facility.

Reason program was established:

- * In compliance with a jail removal mandate
- * As a response to lack of detention beds
- * Because of the distance to the nearest detention facility
- * In an effort to provide the least restrictive setting
- * In an effort to reduce law enforcement downtime
- * Because of legislative mandate
- * Because of the need for immediate consequence

Number of beds available:

- * beds for males
- * beds for females
- * 4 beds for a combination of males and females

The following equipment is available to staff and youth in the program:

- * Chairs
- * Food & snacks
- * Food preparation facilities
- * Books and activities
- * Sleeping area
- * Homework area
- * Access to restrooms
- * Access to showers
- * ADA Accessible

Monitoring of youth is provided by (a/an) visual supervision.

Referrals are received from:

- * Police
- * Juvenile Court Judge
- * Sheriff
- * Juvenile Probation Office

The following types of offenders are accepted:

- * Juvenile Offender
- * Status Offender
- * Protective Services

Prior to entering this Juvenile Holdover Program, the youth was not evaluated through an intake and assessment process.

The age range of youth admitted to this Holdover Program is 10-17.

The maximum length of stay allowed is 24 hours.

The hours of operation for this facility are 24 hours a day, 7 days a week.

80 youth were served in the past fiscal year.

Number of Staff:

- * 2 Full-time staff
- * 1 Part-time staff
- * Contracted staff
- * On-call staff

Training or orientation for new staff is required in this program.

Release of the juvenile is determined by:

- * Holdover staff

In the past year, this program received funding from:

- * State Grant
- * Local government budget

The annual operating budget for this Holdover Program for the past fiscal year was

Budget information is not available for this program.

Big Horn County Juvenile Holdover Program

PO Box 908
Hardin, MT
(406) 665-3210

Program Profile

This Holdover Program is primarily operated by (a/the) Juvenile Probation Office and Sheriff.

The security level is (a) combination of secure and non-secure.

Located in a(n) rural-population base under 50,000-single county.

Is not required to comply with state licensure regulations.

Not part of a statewide system.

Physical location of program is a(n) probation office.

Reason program was established:

- * Because of the distance to the nearest detention facility
- * In an effort to provide the least restrictive setting
- * Because of the need for immediate consequence
- * Need to locate and identify parents

Number of beds available:

The following equipment is available to staff and youth in the program:

- * Chairs
- * Food & snacks
- * Access to restrooms

Monitoring of youth is provided by (a/an) visual supervision by probation officer or sheriff officer.

Referrals are received from:

- * Police
- * Sheriff

The following types of offenders are accepted:

- * Juvenile Offender
- * Status Offender
- * Protective Services

Prior to entering this Juvenile Holdover Program, the youth was not evaluated through an intake and assessment process.

- * program holds youth for assessment process

The age range of youth admitted to this Holdover Program is 12-18.

The maximum length of stay allowed is 8-10 hours.

The hours of operation for this facility are 24 hours a day, 7 days a week.

400 youth were served in the past fiscal year.

Number of Staff:

Training or orientation for new staff is not required.

Release of the juvenile is determined by:

- * held until parent arrives

In the past year, this program received funding from:

- * Local government budget

Budget information is not available for this program.



Missala Youth Home

PO Box 7616
Missala, MT
(406) 549-3836

Program Profile

This Holdover Program is primarily operated by (a/the) non-profit organization.

The security level is (a) non-secure.

Located in a(n) rural-population under 50,000 - multiple counties.

Is not required to comply with state licensure regulations.

Not part of a statewide system.

Physical location of program is a(n) emergency shelter.

Reason program was established:

- * In compliance with a jail removal mandate
- * As a response to lack of detention beds
- * Because of the distance to the nearest detention facility
- * In an effort to provide the least restrictive setting
- * In an effort to reduce law enforcement downtime
- * Because of legislative mandate
- * Because of the need for immediate consequence

Number of beds available:

- * beds for males
- * beds for females
- * 2 beds for a combination of males and females

The following equipment is available to staff and youth in the program:

- * Chairs
- * Food & snacks
- * Sleeping area
- * Access to restrooms
- * Access to showers

Monitoring of youth is provided by (a/an) attendant care worker.

Referrals are received from:

- * Juvenile Probation Office

The following types of offenders are accepted:

- * Juvenile Offender
- * Status Offender
- * Protective Services

Prior to entering this Juvenile Holdover Program, the youth was evaluated through an intake and assessment process, which was provided by a(n):

- * Juvenile Probation Officer

The age range of youth admitted to this Holdover Program is 12 - 18.

The maximum length of stay allowed is 24 hours.

The hours of operation for this facility are 24 hours a day, 7 days a week.

youth were served in the past fiscal year.

Number of Staff:

- * 2 Full-time staff
- * 1 Part-time staff
- * Contracted staff
- * 5 On-call staff

Volunteers receive a stipend in this program.

Training or orientation for new staff is required in this program.

Release of the juvenile is determined by:

- * Juvenile Probation Office

In the past year, this program received funding from:

- * State Grant
- * Local government budget

The annual operating budget for this Holdover Program for the past fiscal year was

Budget information is not available for this program.

Attendant Care
Youthworks
221 W. Rosser Ave
Bismarck, ND
(701) 255-6909

Program Profile

This Holdover Program is primarily operated by (a/the) non-profit organization.

The security level is (a) non-secure.

Located in a(n) urban-population base 50,000+-multiple counties.

Is not required to comply with state licensure regulations.

Part of a statewide system.

Physical location of program is a(n) self contained facility.

Reason program was established:

- * In compliance with a jail removal mandate
- * In an effort to provide the least restrictive setting
- * In an effort to reduce law enforcement downtime
- * Because of the need for immediate consequence

Number of beds available:

- * 3 beds for a combination of males and females

The following equipment is available to staff and youth in the program:

- * Chairs
- * Food & snacks
- * Food preparation facilities
- * Books and activities
- * Sleeping area
- * Homework area
- * Access to restrooms
- * Access to showers
- * ADA Accessible
- * TV, computer

Monitoring of youth is provided by (a/an) attendant care worker.

Referrals are received from:

- * Police
- * Social Services
- * Juvenile Court Judge
- * Sheriff
- * Juvenile Probation Office

The following types of offenders are accepted:

- * Juvenile Offender

- * Status Offender
- * Protective Services

Prior to entering this Juvenile Holdover Program, the youth was evaluated through an intake and assessment process, which was provided by a(n):

- * Police Youth Bureau

The age range of youth admitted to this Holdover Program is 12-17.

The maximum length of stay allowed is 24 hours.

The hours of operation for this facility are 24 hours a day, 7 days a week.

90 youth were served in the past fiscal year.

Number of Staff:

- * 1 Full-time staff
- * 18 On-call staff

Volunteers receive a stipend in this program.

Training or orientation for new staff is required in this program.

Release of the juvenile is determined by:

- * placing agency and Youthworks

In the past year, this program received funding from:

- * State Grant
- * Local government budget

The annual operating budget for this Holdover Program for the past fiscal year was \$43,000.00

Cavalier County Juvenile Holdover Program

Cavalier County Sheriff's Dept

901 3rd Street

Langdon, ND

(701) 256-2555

Program Profile

This Holdover Program is primarily operated by (a/the) Sheriff's Department.

The security level is (a) combination of secure and non-secure.

Located in a(n) Rural-population base under 50,000-single county.

Required to comply with state licensure regulations.

Part of a statewide system.

Physical location of program is a(n) courthouse.

Reason program was established:

- * In an effort to provide the least restrictive setting

Number of beds available:

- * 1 beds for a combination of males and females

The following equipment is available to staff and youth in the program:

- * Chairs
- * Food & snacks
- * Books and activities
- * Sleeping area
- * Homework area
- * Access to restrooms
- * ADA Accessible

Monitoring of youth is provided by (a/an) attendant care worker.

Referrals are received from:

- * Police
- * Social Services
- * Parents
- * Juvenile Court Judge
- * Sheriff
- * Schools
- * Juvenile Probation Office

The following types of offenders are accepted:

- * Juvenile Offender
- * Status Offender
- * Protective Services

Prior to entering this Juvenile Holdover Program, the youth was evaluated through an intake and assessment process, which was provided by a(n):

* Holdover Program

The age range of youth admitted to this Holdover Program is 1-17.

The maximum length of stay allowed is 48 hours.

The hours of operation for this facility are 24 hours a day, 7 days a week.

Number of Staff:

* 6 Part-time staff

* 5 Contracted staff

* 7 On-call staff

Volunteers receive a stipend in this program.

Training or orientation for new staff is required in this program.

Release of the juvenile is determined by:

* Juvenile Probation Office

* Law Enforcement

* Juvenile Court Judge

In the past year, this program received funding from:

* State Grant

Budget information is not available for this program.

Stutsman County Attendant Care
Stutsman County Correctional Center
205 6th Street SE
Ypsilanti, ND
(701) 252-7436

Program Profile

This Holdover Program is primarily operated by (a/the) detention facility.

The security level is (a) non-secure.

Located in a(n) rural-population base under 50,000-multiple county.

Is not required to comply with state licensure regulations.

Part of a statewide system.

Physical location of program is a(n) law enforcement center - separate room.

Reason program was established:

- * In compliance with a jail removal mandate
- * Because of the distance to the nearest detention facility
- * In an effort to provide the least restrictive setting
- * Because of legislative mandate

Number of beds available:

- * 3 beds for a combination of males and females

The following equipment is available to staff and youth in the program:

- * Chairs
- * Food & snacks
- * Books and activities
- * Sleeping area
- * Homework area
- * Access to restrooms
- * Access to showers
- * ADA Accessible

Monitoring of youth is provided by (a/an) attendant care worker.

Referrals are received from:

- * Police
- * Social Services
- * Juvenile Court Judge
- * Sheriff
- * Schools
- * Juvenile Probation Office

The following types of offenders are accepted:

- * Juvenile Offender

- * Status Offender
- * Protective Services

Prior to entering this Juvenile Holdover Program, the youth was evaluated through an intake and assessment process, which was provided by a(n):

- * Holdover Program

The age range of youth admitted to this Holdover Program is 0 -18.

The maximum length of stay allowed is 24 hours.

The hours of operation for this facility are on call only.

61 youth were served in the past fiscal year.

Number of Staff:

- * 12 Contracted staff

Training or orientation for new staff is required in this program.

Release of the juvenile is determined by:

- * Juvenile Probation Office
- * Law Enforcement
- * Juvenile Court Judge

In the past year, this program received funding from:

- * State Grant

Budget information is not available for this program.

Stephens County Community Intervention Center

Youth Services for Stephens County

PO Box 160316 S. 7th

Duncan, OK

(580) 255-8114

Program Profile

This Holdover Program is primarily operated by (a/the) non-profit organization.

The security level is (a) secure.

Located in a(n) Rural-population base under 50,000-multiple county.

Is not required to comply with state licensure regulations.

Part of a statewide system.

Physical location of program is a(n) self contained facility.

Reason program was established:

- * In an effort to reduce law enforcement downtime
- * Because of the need for immediate consequence
- * Need for early intervention measures

Number of beds available:

The following equipment is available to staff and youth in the program:

- * Chairs
- * Food & snacks
- * Sleeping area
- * Access to restrooms
- * Access to showers
- * ADA Accessible
- * no beds, but mats are available

Monitoring of youth is provided by (a/an) combination of visual and electronic.

Referrals are received from:

- * Police
- * Sheriff

The following types of offenders are accepted:

- * Juvenile Offender
- * Status Offender

Prior to entering this Juvenile Holdover Program, the youth was not evaluated through an intake and assessment process.

The age range of youth admitted to this Holdover Program is 10-17.

The maximum length of stay allowed is 24 hours.

The hours of operation for this facility are 24 hours a day, 7 days a week.

220 youth were served in the past fiscal year.

Number of Staff:

- * 10 Full-time staff

Training or orientation for new staff is not required.

Release of the juvenile is determined by:

- * Holdover staff

In the past year, this program received funding from:

- * State Grant
- * Local government budget
- * Donations

The annual operating budget for this Holdover Program for the past fiscal year was \$311,463.00

Cleveland County Youth and Family Center

1650 West Tecumseh Rd

Norman, OK

(405) 321-0240

Program Profile

This Holdover Program is primarily operated by (a/the) Social Services agency.

The security level is (a) secure.

Located in a(n) Urban-population base 50,000+-multiple counties.

Is not required to comply with state licensure regulations.

Part of a statewide system.

Physical location of program is a(n) self contained facility.

Reason program was established:

- * In compliance with a jail removal mandate
- * In an effort to reduce law enforcement downtime
- * Because of the need for immediate consequence

Number of beds available:

- * 12 beds for a combination of males and females

The following equipment is available to staff and youth in the program:

- * Chairs
- * Food & snacks
- * Food preparation facilities
- * Access to restrooms
- * Access to showers
- * ADA Accessible

Monitoring of youth is provided by (a/an) combination of visual and electronic.

Referrals are received from:

- * Police
- * Sheriff
- * Juvenile Probation Office

The following types of offenders are accepted:

- * Juvenile Offender
- * Status Offender

Prior to entering this Juvenile Holdover Program, the youth was not evaluated through an intake and assessment process.

The age range of youth admitted to this Holdover Program is 16-17.

The maximum length of stay allowed is 24 hours.

The hours of operation for this facility are 24 hours a day, 7 days a week.

773 youth were served in the past fiscal year.

Number of Staff:

- * 7 Full-time staff
- * 7 Part-time staff

Training or orientation for new staff is required in this program.

Release of the juvenile is determined by:

- * Holdover staff

In the past year, this program received funding from:

- * State Grant
- * Local government budget
- * Donations

Budget information is not available for this program.



Oklahoma County Community Intervention Center
Youth Services for Oklahoma County, Inc
201 Northeast 50th Street
Oklahoma City, OK
(405) 528-2884

Program Profile

This Holdover Program is primarily operated by (a/the) non-profit organization.

The security level is (a) secure.

Located in a(n) urban-population base 50,000+ -multiple counties.

Is not required to comply with state licensure regulations.

Part of a statewide system.

Physical location of program is a(n) self contained facility.

Reason program was established:

- * In an effort to provide the least restrictive setting
- * In an effort to reduce law enforcement downtime
- * Because of legislative mandate
- * Because of the need for immediate consequence
- * Early intervention and record keeping

Number of beds available:

The following equipment is available to staff and youth in the program:

- * Chairs
- * Food & snacks
- * Food preparation facilities
- * Access to restrooms
- * Access to showers
- * ADA Accessible
- * parent conference area -

Monitoring of youth is provided by (a/an) combination of visual and electronic.

Referrals are received from:

- * Police
- * Sheriff

The following types of offenders are accepted:

- * Juvenile Offender

Prior to entering this Juvenile Holdover Program, the youth was not evaluated through an intake and assessment process.

The age range of youth admitted to this Holdover Program is 7 - 17.

The maximum length of stay allowed is 24 hours.

The hours of operation for this facility are 24 hours a day, 7 days a week.

3746 youth were served in the past fiscal year.

Number of Staff:

- * 16 Full-time staff

Training or orientation for new staff is required in this program.

Release of the juvenile is determined by:

- * Holdover staff

In the past year, this program received funding from:

- * State Grant
- * Local government budget
- * Donations

The annual operating budget for this Holdover Program for the past fiscal year was \$635,000.00

Temporary Holding Facility
Suite 9, Cleage-Brown Building
130 Washington, N.E.
Athens, TN
(423) 745-8782

Program Profile

This Holdover Program is primarily operated by (a/the) Juvenile Court.

The security level is (a) combination of secure and non-secure.

Located in a(n) rural-population base under 50,000-single county.

Required to comply with state licensure regulations.

Part of a statewide system.

Physical location of program is a(n) self contained facility.

Reason program was established:

- * In compliance with a jail removal mandate
- * As a response to lack of detention beds
- * In an effort to provide the least restrictive setting

Number of beds available:

- * 7 beds for a combination of males and females

The following equipment is available to staff and youth in the program:

- * Chairs
- * Food & snacks
- * Food preparation facilities
- * Books and activities
- * Sleeping area
- * Access to restrooms
- * Access to showers

Monitoring of youth is provided by (a/an) attendant care worker.

Referrals are received from:

- * Police
- * Juvenile Court Judge
- * Sheriff
- * Juvenile Probation Office

The following types of offenders are accepted:

- * Juvenile Offender
- * Status Offender
- * Protective Services

Prior to entering this Juvenile Holdover Program, the youth was evaluated through an intake and assessment process, which was provided by a(n):

- * Intake and assessment worker

* juvenile attendant

The age range of youth admitted to this Holdover Program is 12-18.

The maximum length of stay allowed is 24 hours.

The hours of operation for this facility are on call only.

65 youth were served in the past fiscal year.

Number of Staff:

* 12 On-call staff

Volunteers receive a stipend in this program.

Training or orientation for new staff is required in this program.

Release of the juvenile is determined by:

* Juvenile Probation Office

* Juvenile Court Judge

In the past year, this program received funding from:

* State Grant

* Local government budget

* Donations

The annual operating budget for this Holdover Program for the past fiscal year was \$6,000.00

Temporary Holding Resource

PO Box 678
Pulaski, TN
(931) 363-7604

Program Profile

This Holdover Program is primarily operated by (a/the) Juvenile Court.

The security level is (a) combination of secure and non-secure.

Located in a(n) Rural-population base under 50,000-single county.

Is not required to comply with state licensure regulations.

Not part of a statewide system.

Physical location of program is a(n) self contained facility.

Reason program was established:

- * Because of the distance to the nearest detention facility
- * In an effort to provide the least restrictive setting

Number of beds available:

The following equipment is available to staff and youth in the program:

- * Chairs
- * Sleeping area
- * Access to restrooms
- * Access to showers

Monitoring of youth is provided by (a/an) attendant care worker.

Referrals are received from:

- * Police
- * Parents
- * Juvenile Court Judge
- * Sheriff
- * Schools
- * Juvenile Probation Office

The following types of offenders are accepted:

Prior to entering this Juvenile Holdover Program, the youth was evaluated through an intake and assessment process, which was provided by a(n):

- * Intake and assessment worker

The age range of youth admitted to this Holdover Program is 9 - 17.

The maximum length of stay allowed is 24 hours.

The hours of operation for this facility are on call only.

50 youth were served in the past fiscal year.

Number of Staff:

- * 1 Full-time staff

* 2 Part-time staff

Training or orientation for new staff is required in this program.

Release of the juvenile is determined by:

* Holdover staff

* Juvenile Court Judge

In the past year, this program received funding from:

* State Grant

The annual operating budget for this Holdover Program for the past fiscal year was \$2,000.00

Youth Receiving Center
Archway Youth Service Center
2660 Lincoln Ave
Ogden, UT
(801) 778-6500

Program Profile

This Holdover Program is primarily operated by (a/the) state agency.

The security level is (a) non-secure.

Located in a(n) urban area with a population base over 50,000.

Is not required to comply with state licensure regulations.

Part of a statewide system.

Physical location of program is a(n) self contained facility.

Reason program was established:

- * In compliance with a jail removal mandate
- * As a response to lack of detention beds
- * Because of the distance to the nearest detention facility
- * In an effort to provide the least restrictive setting
- * In an effort to reduce law enforcement downtime
- * Because of legislative mandate
- * Because of the need for immediate consequence
- * Change in admission guidelines to detention

Number of beds available:

- * beds for males
- * beds for females
- * 24 beds for a combination of males and females

The following equipment is available to staff and youth in the program:

- * Chairs
- * Food & snacks
- * Food preparation facilities
- * Books and activities
- * Sleeping area
- * Homework area
- * Access to restrooms
- * Access to showers
- * ADA Accessible
- * school daily - (mon-fri)

Monitoring of youth is provided by (a/an) visual supervision.

Referrals are received from:

- * Police

- * Social Services
- * Parents
- * Sheriff
- * Juvenile Probation Office



The following types of offenders are accepted:

- * Juvenile Offender
- * Status Offender
- * Protective Services

Prior to entering this Juvenile Holdover Program, the youth was evaluated through an intake and assessment process, which was provided by a(n):

- * Holdover Program

The age range of youth admitted to this Holdover Program is 12 - 18.

The maximum length of stay allowed is 48 hours.

The hours of operation for this facility are 24 hours a day, 7 days a week.

1200 youth were served in the past fiscal year.

Number of Staff:

- * 32 Full-time staff
- * 4 Part-time staff
- * Contracted staff
- * On-call staff



Training or orientation for new staff is required in this program.

Release of the juvenile is determined by:

- * The Juvenile may leave the program at any time
- * combination of parent, staff &/or caseworker

In the past year, this program received funding from:

- * State Grant
- * Local government budget

The annual operating budget for this Holdover Program for the past fiscal year was

Budget information is not available for this program.



Juvenile Receiving Center
Salt Lake County Division of Youth
Services
177 W. Price Ave
Salt Lake City, UT
(801) 269-7501

Program Profile

This Holdover Program is primarily operated by (a/the) contracted service.

The security level is (a) non-secure.

Located in a(n) urban area with a population base over 50,000.

Is not required to comply with state licensure regulations.

Part of a statewide system.

Physical location of program is a(n) self contained facility.

Reason program was established:

- * In an effort to provide the least restrictive setting

Number of beds available:

- * 12 beds for males
- * 12 beds for females

The following equipment is available to staff and youth in the program:

- * Chairs
- * Food & snacks
- * Homework area
- * Access to restrooms
- * Access to showers
- * ADA Accessible

Monitoring of youth is provided by (a/an) combination of visual and electronic.

Referrals are received from:

- * Police
- * Sheriff
- * Juvenile Probation Office

The following types of offenders are accepted:

- * Juvenile Offender
- * Status Offender
- * Protective Services

Prior to entering this Juvenile Holdover Program, the youth was evaluated through an intake and assessment process, which was provided by a(n):

- * Holdover Program

The age range of youth admitted to this Holdover Program is 8 - 18.

The maximum length of stay allowed is 24 hours.

The hours of operation for this facility are 24 hours a day, 7 days a week.

5000 youth were served in the past fiscal year.

Number of Staff:

- * 11 Full-time staff
- * 1 Contracted staff
- * 25 On-call staff

Training or orientation for new staff is required in this program.

Release of the juvenile is determined by:

- * Holdover staff

In the past year, this program received funding from:

- * State Grant
- * Local government budget

The annual operating budget for this Holdover Program for the past fiscal year was \$480,227.00

	Complies with state licensure regulations	Does intake and assessment	Program available 24 hours a day, 7 days a week	Part of a statewide system	Secure Program	Non-secure Program	Program is a combination of secure and non-secure	On-call volunteers are used	Training is provided for new staff or on-call volunteers
Family Focus Emergency Shelter 394 Hamilton Ave. Fairbanks, AK 99701	X	X	X			X		X	X
Senate Bill 94 Beds 11th Judicial District 409 Macon Macon City, CO 81212	X	X	X	X			X		X
Northeast Iowa Non-Secure Juvenile Holdover Program PO Box 376 Decorah, IA 52101		X	X					X	X
Juvenile Intake and Assessment Community Corrections 5th and Parrallel Atchinson, KS 66002		X	X	X		X			
Clay County Attendant Care Clay County Sheriff's Dept PO Box 115 Clay Center, KS 67432	X	X	X			X		X	X
Juvenile Intake and Assessment System 480 N. Franklin Colby, KS 67701		X	X	X		X			X



	Complies with state licensure regulations	Does intake and assessment	Program available 24 hours a day, 7 days a week	Part of a statewide system	Secure Program	Non-secure Program	Program is a combination of secure and non-secure	On-call volunteers are used	Training is provided for new staff or on-call volunteers
Juvenile Intake and Assessment 121 South Gordy Street El Dorado, KS 67042		X	X				X		X
Lyon County Youth Attendant Care Court Services 618 Commercial, Suite B Emporia, Ks 66801	X	X	X			X		X	X
Juvenile Intake and Assessment System 11th Judicial District Juvenile Intake System 225 N. Enterprise Girard, KS 66743		X	X	X		X		X	X
Juvenile Intake and Assessment 1806 12th Street Great Bend, KS 67530	X	X	X	X		X			X
Juvenile Intake and Assessment 22nd Judicial District 909 S. 7th Hiawaths, KS 66434		X	X	X		X			X
Juvenile Intake and Assessment P.O. Box 70 Norton, KS 67654		X	X			X		X	



	Complies with state licensure regulations	Does intake and assessment	Program available 24 hours a day, 7 days a week	Part of a statewide system	Secure Program	Non-secure Program	Program is a combination of secure and non-secure	On-call volunteers are used	Training is provided for new staff or on-call volunteers
Sumner County Attendant Care 120 East 9th Wellington, KS 67152	X	X	X	X		X		X	X
Juvenile Intake Assessment & Attendant Care 320 E. 9th St, Suite D Winfield, KS 67156	X	X	X			X			X
Emergency Shelter Louisiana United Methodist Children and Family Services PO Box 929 Ruston, LA 71273-0929	X		X			X		X	X
26TH Judicial Circuit Juvenile Holdover Program Family division - 26th Judicial Circuit Court 719 W. Chisholm St Alpena, MI 49707			X	X			X		X
Montmorency County Juvenile Holdover Program 26th Circuit Court - Family Division PO Box 479 Allanta, MI 49709		X	X			X		X	X
Gogebbe County Juvenile Holdover Program 200 N. Moore St. Bessemer, MI 49911			X	X		X		X	X



	Complies with state licensure regulations	Does intake and assessment	Program available 24 hours a day, 7 days a week	Part of a statewide system	Secure Program	Non-secure Program	Program is a combination of secure and non-secure	On-call volunteers are used	Training is provided for new staff or on-call volunteers
Tuscola County Juvenile Holdover Tuscola county Family Court 440 N. State St. Caro, MI 48723			X	X			X	X	X
St. Joseph County Juvenile Holdover Program St. Joseph County Sheriff's Department PO Box 339 Centerville, MI 49032-0339		X	X	X			X		X
33rd Circuit Court Juvenile Holdover Program 33rd Circuit Court - Family Division 301 State Street Charlevoix, MI 49720			X	X			X	X	X
Shiawassee County Juvenile Holdover Program Shiawassee County Circuit Court-Family Division 110 E. Mack Corunna, MI 48867			X	X		X		X	X
Iron County Juvenile Holdover Program Juvenile Division - Iron County Family Court 2 South Sixth, Suite 10 Crystal Falls, MI 49920		X	X	X		X		X	X
46th Circuit Juvenile Holdover Program 46th Circuit Trial Court - Juvenile Division 225 W. Main, Rm 209 Gaylord, MI 49735		X	X	X		X		X	X



	Complies with state licensure regulations	Does intake and assessment	Program available 24 hours a day, 7 days a week	Part of a statewide system	Secure Program	Non-secure Program	Program is a combination of secure and non-secure	On-call volunteers are used	Training is provided for new staff or on-call volunteers
Clare County Juvenile Holdover Program Clare County Family Court PO Box 96 Harrison, MI 48625	X	X	X	X		X		X	X
26th Judicial Juvenile Holdover Program Family Division of 26th Judicial Court PO box 366 Harrisville, MI 48740	X	X	X	X		X		X	X
Oceana County Juvenile Holdover Program Oceana County Family Court 100 S State Siree, Suite M34 Hart, MI 49420			X	X		X		X	X
Mason County Juvenile Holdover Program Mason County Juvenile Court PO Box 186 Ludington, MI 49431	X	X	X	X		X			X
19th Circuit Court Juvenile Holdover Program 19th Circuit Court - Family Division 415 Third Street Manistee, MI 49660	X	X	X	X		X		X	
Marquette County Juvenile Holdover Program Marquette County Juvenile Court Courthouse Annex Marquette, MI 49855			X	X		X		X	X



	Complies with state licensure regulations	Does intake and assessment	Program available 24 hours a day, 7 days a week	Part of a statewide system	Secure Program	Non-secure Program	Program is a combination of secure and non-secure	On-call volunteers are used	Training is provided for new staff or on-call volunteers
Isabella County Juvenile Holdover Program Isabella County Jail 207 N. Court St. Mr. Pleasant, MI 48858	X		X	X		X		X	X
Ontomagon County Juvenile Holdover Program 620 Conglomerate St Ontomagon, MI 49953	X		X	X			X		
Sanilac County Juvenile Holdover Program Sanilac County Family Court 60 W. Sanilac Ave Sandusky, MI 48471	X		X	X		X		X	X
Iasco County Juvenile Holdover Program Iasco County Family Court PO Box 421 Tawas, MI 48764	X		X	X			X	X	X
Many Rivers Juvenile Center 2118 SE Campus Dr., Suite 2000 Rochester, MN 55904	X	X	X	X			X	X	X
Nonsecure Detention Youth Court 155 W. Granite Butte, MT 59701	X	X	X				X	X	X



	Complies with state licensure regulations	Does intake and assessment	Program available 24 hours a day, 7 days a week	Part of a statewide system	Secure Program	Non-secure Program	Program is a combination of secure and non-secure	On-call volunteers are used	Training is provided for new staff or on-call volunteers
Cascade County Regional Youth Service Center 1600 26th Street South Great Falls, MT 59404			X				X	X	X
Big Horn County Juvenile Holdover Program PO Box 908 Hardin, MT 59034			X				X		
Missala Youth Home PO Box 7616 Missala, MT 59807-7616		X	X			X		X	X
Attendant Care Youthworks 221 W. Rosser Ave Bismarck, ND 58501		X	X	X		X		X	X
Cavalier County Juvenile Holdover Program Cavalier County Sheriff's Dept 901 3rd Street Langdon, ND 58249	X	X	X	X			X	X	X
Stutsman County Attendant Care Stutsman County Correctional Center 205 6th Street SE Ypsilanti, ND 58401		X	X	X		X			X



	Complies with state licensure regulations	Does intake and assessment	Program available 24 hours a day, 7 days a week	Part of a statewide system	Secure Program	Non-secure Program	Program is a combination of secure and non-secure	On-call volunteers are used	Training is provided for new staff or on-call volunteers
Juvenile Holdover Program Wright County Sheriff's Office Courthouse Buffalo, NY 55313	X		X	X		X		X	X
Stephens County Community Intervention Center Youth Services for Stephens County PO Box 160316 S. 7th Duncan, OK 73533			X	X	X				
Cleveland County Youth and Family Center 1650 West Tecumseh Rd Norman, OK 73069			X	X	X				X
Oklahoma County Community Intervention Center Youth Services for Oklahoma County, Inc 201 Northeast 50th Street Oklahoma City, OK 73105			X	X	X				X
Temporary Holding Facility Suite 9, Cleage-Brown Building 130 Washington, N.E. Athens, TN 37303	X	X	X	X			X	X	X
Temporary Holding Resource PO Box 678 Pulaski, TN 38478		X	X				X		X



	Complies with state licensure regulations	Does intake and assessment	Program available 24 hours a day, 7 days a week	Part of a statewide system	Secure Program	Non-secure Program	Program is a combination of secure and non-secure	On-call volunteers are used	Training is provided for new staff or on-call volunteers
Youth Receiving Center Archway Youth Service Center 2660 Lincoln Ave Ogden, UT 84401	X	X	X	X		X		X	X
Juvenile Receiving Center Salt Lake County Division of Youth Services 177 W. Price Ave Salt Lake City, UT 84115		X	X	X		X		X	X



Strategic Planning: Setting the Stage

- Copies of Overheads
- Conducting a Need and Resource Assessment
- Sample Chart for Collecting and Recording Data



Setting the Stage

- Needs/Resource Assessment
- Stakeholder Analysis
- Public Policy Review
- Community Coalitions
- Assessing the Political Climate

Purpose of an Assessment - "We" may Have Several

- What suggests we have a need?
- Can we do more than demonstrate the need?
- Can we also begin to define (quantify) the need?
- Can we also begin to design the service?

Demonstrating & Defining the need - Some Key Questions

- Who & how many?
- Where do they come from?
- How long is custody now?
- Where do they go from here?
- Are the numbers changing?
- What about costs?
- Do number tell the whole story



Who Has a Stake? Some are Obvious

- Law Enforcement
- Juvenile Court
- Prosecutor's office
- Public defender & private counsel
- Social Services
- Corrections/aftercare School administrators
- Commissioners

Key Stakeholders Can Help!

- Assess the needs & resources
- Determine program goals & objectives
- Develop policies & procedures.
- Identify & secure financial & in-kind support.
- Market & promote the program

What is Public Policy in this Case? Types of Policies Involved

- Federal Law
- Federal Regulation
- State Law
- State Regulation
- Local Ordinances
- Facility Standards/Policies
- Court Rule
- Court Policy
- Tradition



Forming a Coalition

- Is there an existing group?
- Who are the necessary players?
- Who could be the champion?
- What are staff resources/budget needs?
- Has the stage been set?
 - Members Involved
 - Level of interest/understanding determined
 - Meeting arranged & well run

Selecting the right people

- Target community leaders
- Involve people whose work relates to the mission
- Insure a broad-base membership
- Keep the size manageable

Stakeholder & Community Response - Critical Questions?

- You have the data. You have the input - What's the reaction?
- Are we ready to move? Or, do we continue development efforts?
- Since, you'll likely never have 100% support, what is your threshold?



CONDUCTING A NEED AND RESOURCE ASSESSMENT¹

A crucial first step in the strategic planning process is the assessment of community need and resources. A need and resource assessment helps communities identify their problems and also helps reveal how the problems are perceived among various constituency groups. A need and resources assessment also helps lay a foundation for building a program that is defensible, measurable, and fundable (Beer, 1998). A needs and resources assessment consists of the following major elements:

- Involving stakeholders.
- Collecting and gathering data.
- Reviewing public policy.
- Identifying existing resources.

Involving Stakeholders

Stakeholders are defined as that group of people who have an influence over program development or those who are likely to be effected by the planning, implementation, operation, or evaluation of the program developed. Three key reasons for involving stakeholders in the planning process are: stakeholder participation builds commitment, different perspectives contribute to better solutions, and involvement ensures accountability (BJA, 1998, p. 6). Programs that have at their foundation the goal of addressing an identified community problem have a greater probability of achieving success for and securing needed commitment to the program.

Because of their backgrounds and experiences, stakeholders often will have unique and differing points of view. Program organizers should assess the ideas, interests, and attitudes of each stakeholder prior to initiating contact and soliciting support. A stakeholder analysis is a systematic process that assists program developers (1) determine who the key stakeholders are for their program, and (2) understand the most effective use of stakeholders' time, knowledge, and resources. The following are key questions to ask when conducting a stakeholder analysis (Crowe and Schaefer, 1992; Dickinson 1996):

- Who will the program affect the most and how?
- Who is most likely to oppose the implementation of this program?
- Who is most likely to support this program?
- Who will make the final decision?
- Who must approve or has the power to veto decisions?
- Who must be consulted before decisions are made?
- Who must implement the decisions?
- Who will need to be informed of the decisions?
- Who has knowledge, skills, or access to resources needed for the development and implementation of this program?

The following is a sample list of potential stakeholders for juvenile holdover programs:

- Juvenile court judges
- Law enforcement agencies (police and sheriff)
- Juvenile probation departments

¹ This section is adapted from the draft version of the American Probation and Parole Association's (1999) *Implementation Guide for Juvenile Holdover Programs*.

- Juvenile intake
- Court Appointed Special Advocates
- Social service agencies
- County attorney
- Public defenders
- State juvenile justice advisory commission representative
- State juvenile licensing agency
- City, county, or state officials
- Youth
- Parent of child in the system
- Jailers
- Juvenile detention administrators
- Victim advocates
- Mental health professionals
- Civic and social organizations
- Faith community

It should be noted that this list is not exhaustive and each community will need to examine their own community makeup to determine who the key stakeholders are and what their potential impact upon the juvenile holdover program may be.

Determine Stakeholders' Roles

Programs should be able to answer the following two questions for each stakeholder that is identified.

- What can this program offer the stakeholder (*i.e.*, what is the primary selling point)?
- What can the stakeholder offer this program?

Collect and Gather Data

Demographic data plays a key role in a need and resource assessment. Demographic data gives program organizers information that will help them determine the current extent of the problem(s) in a jurisdiction/community; assist them in determining where the coalition, agency or organization wants to be in the future; and understand what they will need to do to achieve their goal(s) (Beer, 1999). Data needs to be collected from a variety of sources to obtain a "full picture" of the extent of the problem and existing resources. Some of the agencies that may be helpful sources for data collection include: police/sheriff departments, courts, probation departments, juvenile detention facilities, adult jails and lockups, alcohol beverage control agencies, local school systems, and juvenile intake agencies or assessment centers. Some of the ways data can be solicited include reviewing documents, administering surveys, initiating telephone and person-to-person contact with stakeholders and conducting focus or discussion groups.

The type of data juvenile holdover program organizers may want to gather include:

- Juvenile DWI/DUI arrests.
- Number of juvenile arrested who report drinking before commission of crime.
- Detention use – days.
- Types of dispositions.
- Time frame from when police make an arrest and transfer custody.
- Cost of detention.
- Age group data.

- Juvenile petitions.
- Number of hours spent transporting youth to nearest secure detention facility.
- Amount overtime paid to law enforcement officers.
- Number of status offenders detained.
- Number and type of juvenile delinquent arrests for offenses that did not necessarily need secure detention.

In addition to statistical data, descriptive information that needs to be collected includes:

- Who receives and makes the initial detention decisions for juveniles taken into custody by law enforcement?
- Is there a centralized intake service available? If so, what are its hours of operation?
- How many juveniles are detained prior to an initial court hearing annually (male vs. female)?
- What detention resources are available and used?
 - secure and non-secure
 - Annual data - total received, average length of stay, etc.
 - Distance and cost.
- Is there written standardized criteria established for use of secure and non-secure detention? What are the statutes governing detention?
- Are there other alternative programs available locally to secure detention?
- Are there regional or joint detention service agreements or working relationships operative?
- Is there any one entity that supervises or monitors detention decision-makers relative to detention practices at the local or regional level?
- Is there support from local law enforcement, corrections, social services agencies and the juvenile court for the establishment of a detention alternative program?
- Is there local, state, or federal financial support evident?
- Is there a commitment and staff resource available to develop and coordinate a juvenile holdover program?
- Any anecdotes of problems that could have been alleviated with the presence of a juvenile holdover program.

Public Policy Review

A review of your own state or locality's laws and regulations on juvenile detention is necessary to avoid developing a program that does not conform to state or local standards. Also, this type of information may reveal gaps where laws need to be strengthened, modified, or created. State facility licensing agencies, the state juvenile advisory group, the state juvenile justice specialist, and correction officials are a few sources that may have access to this type of information. In addition to state laws and regulations, it is important for program organizers to become familiar with federal mandates related to the Juvenile Justice and Delinquency Prevention Act.

In addition to policy review, identifying and assessing the various attitudes of the local detention stakeholders towards the use of alternative detention services is extremely important in this planning process (e.g., non-secure v. secure facilities, holding of status and non-status offenders in the same facility or room). Generally speaking, it has been found that if local law enforcement and the courts are supportive of a given program, it stands a good chance of being used and funded. Thus, it is imperative that the needs of the court and local law enforcement be closely examined before a determination is made to develop a juvenile holdover program. If program developers feel that the local detention attitudes of the court and law enforcement need to be changed or modified, local training seminars could be developed and presented or focus groups created to share information and voice different perspectives.

Identify Resources that Already Exist

Another key component of a need and resources assessment is assembling information on existing resources in the community. This will help prevent program organizers from duplicating services, while effectively using established resources in the community. It also will identify how some of the needs that are identified in the assessment process can be fulfilled through the use of existing resources, as well as provide information on services the juvenile holdover program may be able to utilize. Kinds of resources include emergency shelters, foster care, intake and assessment centers, medical and mental health providers, and mentoring programs.

References:

Bureau of Justice Assistance. (1998). *Critical elements in the planning, development, and implementation of successful corrections options* (Monograph), Washington, DC: Author, U.S. Department of Justice, p.6.

Beer, P. (n.d.). *Underage drinking is preventable not inevitable: A "how to" guide to needs assessment/strategic planning*. Vienna, VA: The Washington Regional Alcohol Program.

Crowe, A. H. & Schaefer, P. J. (1992). *Identifying and intervening with drug-involved youth*. Lexington, KY: American Probation and Parole Association.

Dickinson, T. L. (1996). *Developing a collaborative and comprehensive plan to provide effective substance abuse services for juvenile offenders*. Lexington, KY: American Probation and Parole Association.





Strategic Planning: Next Steps

- Copies of Overheads
 - Developing a Program Purpose, Goals and Objectives
 - Sample Program Purpose, Goals and Objectives
- 





**Strategic Planning
Next Steps**

- Develop a program purpose statement
- Develop program goals
- Develop measurable objectives
- Create an evaluation plan

**Program Purpose
Information to Include**

- What the program is trying to accomplish
- Primary target population
- General description of program services

Program Goals

Broad, general statements that map out what the program hopes to accomplish.



When Writing Goal Statements

- Focus goals on what the program wants to accomplish.
- Base goals on prioritized needs.
- Differentiate between long-term and short-term goals.

Sample Long-term Goal

To provide a continuum of detention services within the community.

Sample Goal Short-term

To develop an assessment process to determine the appropriate level of security required for youth based upon standard detention criteria.



**Sample Goal
Short-term**

To develop a nonsecure juvenile holdover program that is available to law enforcement officers 24 hours a day, 7 days a week.

Objectives

Objectives are quantifiable and time specific.

Sample Objectives

- 95% of law enforcement officers will indicate they know of the existence and how to access services of the juvenile holdover program.
- 98% of requests for juvenile holdover services will be able to be met through the use of on call attendant care workers.



Evaluation Plan

- Based on the programs goals and objectives
- Provides a means for determining whether the program is achieving its desired results
- Offers an opportunity for learning and growth



DEVELOPING A PROGRAM PURPOSE, GOALS, AND OBJECTIVES¹

The formation of a program purpose, goals and objectives are tangible outcomes of the strategic planning process.

Purpose Statement

The viability of a juvenile holdover program depends on its ability to address a pressing local problem. It is crucial that any juvenile holdover program focus on needs within its jurisdiction that can be addressed realistically. This will enable agencies to develop manageable, effective programs. The following two primary questions can help program developers limit the scope of a program to something that is realistic and achievable (Fulton, Stone and Gendreau, 1994):

- What deficiencies are we trying to overcome?
- Which ones can we realistically overcome given the existing resources and level of support?

A clearly articulated statement identifying the primary purpose of the program will assist agencies in remaining focused on achievable and congruent goals. The purpose statement for any program, like an agency mission statement, should clearly state the primary purpose of the program and the population for whom it is designed. It also should include a very brief and general description of the services it will provide (Fulton, Stone, and Gendreau, 1994).

Developing Program Goals

Program goals are broad, general statements that serve to map out the future and provide a measure of success in achieving the program purpose. Goals should clarify the intentions of the program and direct program activities. It is recommended that agencies apply the following guidelines when developing goals for juvenile holdover programs:

- Focus the goals according to what the program will actually be able to accomplish.
- Carefully select the goals based on prioritized needs and available resources.
- Differentiate short-and long-term goals.

A further discussion of these guidelines reveals how their application can enhance the credibility of juvenile holdover programs.

Focus on Program Purpose

When developing goals, program developers should keep in mind the purpose of the program and who the holdover program will be designed to serve. This will help program organizers and staff maintain the integrity and credibility of the program. This is especially important when programs begin to seek funding from outside sources. It is easy to try to “force” a program to meet the goals of a particular funding source, just for the sake of getting the monies.

Sometimes, however, funding sources goals may not be in line with those of the program and will cause the program to get off course.

Prioritized Needs and Available Resources

The need and resource assessment may have identified multiple needs; however, juvenile holdover programs must examine and prioritize their efforts to address these unmet needs realistically. It is important to involve stakeholders in the prioritization process. Funding and community resources also should be examined to ascertain if the identified needs can be met with existing resources or if the development of new programming is necessary.

¹ This section is adapted from the draft version of the American Probation and Parole Association's (1999) *Implementation Guide for Juvenile Holdover Programs*.

Program organizers should consider starting small. Keep it simple! Modifications can be made to respond to predetermined or emerging needs after initial implementation if needed. It also is important to remember that needs and priorities change over time, so the more flexible the program is the easier it will be to responsive to changing priorities and needs.

Differentiating Between Long-term and Short-term Goals

Goals are broad, general statements describing what the project is to accomplish. They are not specific activities or action steps. Program developers may find it helpful to differentiate between long-term and short-term goals of the juvenile holdover program. During the program development, some goals may have an organizational focus associated with long-term need for evaluative measures. These may be easily broken down into short-term goals that support the long-term goal. Conversely, it may be easier to sustain internal and external program support if people can see goals being achieved in the short-term.

Developing Measurable Objectives

Measurable objectives are crucial to effective program implementation and evaluation. Program objectives specify how program goals will be achieved and should include a method for evaluating results. While program goals should clearly state the intentions of a program, objectives should describe the mechanisms and strategies that will be used to accomplish the program's goals. Specific and measurable objectives should be assigned to each major goal area. It is recommended that juvenile holdover objectives be result-oriented rather than activity-oriented (Crowe and Schaefer, 1992; Fulton, Stone, and Gendreau, 1994).

Developing an Evaluation Plan

Evaluation provides a means for determining whether the program is achieving its intended results. Evaluation should be viewed as a way program organizers or staff can learn and grow from their past experiences. Program organizers and staff can have more control over the type of information sought during the evaluation process if they base the evaluation on the program's objectives. There needs to be a balance between information that will be of use to the program staff to enhance and improve the program's services and information or data that will be of interest to outside stakeholders (e.g., city/state officials, funding agencies, public). Data elements can be incorporated with the program's forms and/or within a computer program.

Program organizers and staff should be realistic when developing objectives so outcomes can be measured given limited human and financial resources. If possible, data elements — information necessary for evaluation — should be incorporated into an automated management information system (e.g., integrated case management information system).

References:

Crowe, A. H. & Schaefer, P. J. (1992). Identifying and intervening with drug-involved youth. Lexington, KY: American Probation and Parole Association.

Fulton, B. A., Stone, S. B., and Gendreau, P. (1994). *Restructuring intensive supervision programs: Applying what works*. Lexington, KY: American Probation and Parole Association.

SAMPLE PROGRAM PURPOSE, GOALS AND OBJECTIVES¹

Sample Juvenile Holdover Program Purpose Statement

A Juvenile Holdover Program is a pre-trial, short-term, non-secure temporary holding program designed to (1) assist law enforcement officers in transferring custody of youth to a safe entity so they may return to duty, and (2) remove juveniles from adult jails to be in compliance with the Juvenile Justice and Delinquency Prevention Act of 1974.

The holdover program will provide a safe temporary location for youth that do not meet secure detention criteria and are waiting to be reunited with family, are in need of supervision while awaiting a court appearance, and/or are in need of supervision while waiting placement in a juvenile detention facility. The program will hold youth accountable and provide for community-based intervention by referring youth and their families to appropriate community agencies while awaiting court disposition or diversion alternatives.

Sample Juvenile Holdover Program Goal – Based on a Prioritized Need

Prioritized Need: To provide an alternative to placing youthful offenders, status offenders and children in need of protective services in an adult jail or juvenile detention center.

Goal: To develop and provide a safe short term holding program for youth that have been arrested by law enforcement officers.

Sample Juvenile Holdover Program Long- and Short-term Goals

Long-term goal:	To provide a continuum of detention services within the community.
Short-term goal:	To develop an assessment process to determine the appropriate level of security required based upon standard detention criteria.
Short-term goal:	To develop a non-secure juvenile holdover program that is available to law enforcement officers 24 hours a day, 7 days a week.
Long-term goal:	To increase protection of the community.
Short-term goal:	To provide an alternative program that will allow law enforcement officers to return to their primary duties in a timely manner.

¹ This section is adapted from the draft version of the American Probation and Parole Association's (1999) *Implementation Guide for Juvenile Holdover Programs*.

Sample Juvenile Holdover Program Goals and Objectives

Long-term goal:	To provide a continuum of detention services within the community.
Short-term goal:	To develop an assessment process to determine the appropriate level of security required based upon standard detention criteria.
Objective:	The number of youth detained in a secure juvenile detention facility will decrease by 20% in the next fiscal year.
Short-term goal:	To develop a non-secure juvenile holdover program that is available to law enforcement officers 24 hours a day, 7 days a week.
Objective:	95% of law enforcement officers in the jurisdiction will indicate they know of the existence and how to access the services of the juvenile holdover program within the community.
Objective:	98% of law enforcement officers who have used the service will report that they have had no problems accessing the program when needed.
Long-term goal:	To increase protection of the community.
Short-term goal:	To provide an alternative program that will allow law enforcement officers to return to their primary duties in a timely manner.
Objective:	95% of law enforcement officers will report that they were able to transfer youth in their custody to the holdover program within 30 minutes.

Target Population

- Copies of Overheads



Questions to Ponder

- Unmet needs/ under-served populations
- Community options already available
- Collaboration opportunities

Primary Purpose Options

- Short-term holding
- Intake & Assessment Center
- Emergency Shelter
- Detoxification

Defining Target Population

- Types of offenses accepted
- Children in need of care
- Age limitations
- Flexibility of guidelines



Who Can Refer

- Direct access
- Secondary referral sources

Criteria for Detention

- Charged with an offense
- Parents unavailable
- Length of stay needed versus allowed
- Decision Tree helpful

Screening Considerations

- Medical needs
- Suicide/Threat to others risk
- Behavioral issues
- Mix of clients
- Drug/alcohol
- Prior record/Probation status
- Final say



Accessing Site

- Immediate access
- On-call staff
- Calling tree



Case Management (Sample Forms)

- Copies of Overheads
- Operating Procedures for Attendants
(KS Law Enforcement Attendant Care Program, Lawrence, KS)
- Personal Property Form
(KS Law Enforcement Attendant Care Program, Lawrence, KS)
- Personal Property Form
(MN Jail Removal Project, MN Department of Corrections, St. Paul, MN)
- Attendant Care Health Checklist
(KS Law Enforcement Attendant Care Program, Lawrence, KS)
- Client Health Checklist
(Statewide Detention Support Services, Division of Juvenile Services, Department of Corrections and Rehabilitation, Bismarck, ND)
- LSS/ND Attendant Care Medical Log Sheet
(Statewide Detention Support Services, Division of Juvenile Services, Department of Corrections and Rehabilitation, Bismarck, ND)
- Client Illness Report Form
(Statewide Detention Support Services, Division of Juvenile Services, Department of Corrections and Rehabilitation, Bismarck, ND)
- Medical Assessment
(Wright County Juvenile Temporary Holdover Facility, Buffalo, MN)
- Attendant Care Rules
(Statewide Detention Support Services, Division of Juvenile Services, Department of Corrections and Rehabilitation, Bismarck, ND)
- Attendant Care Rules For Youth
(KS Law Enforcement Attendant Care Program, Lawrence, KS)
- Attendant Observation Log
(KS Law Enforcement Attendant Care Program, Lawrence, KS)
- Sample Attendant Care Log
(Statewide Detention Support Services, Division of Juvenile Services, Department of Corrections and Rehabilitation, Bismarck, ND)
- Attendant Care Extra-Ordinary Incident Report
(Statewide Detention Support Services, Division of Juvenile Services, Department of Corrections and Rehabilitation, Bismarck, ND)
- Attendant Care Program Shift Summary
(Statewide Detention Support Services, Division of Juvenile Services, Department of Corrections and Rehabilitation, Bismarck, ND)
- Attendant Evaluation Log
(Statewide Detention Support Services, Division of Juvenile Services, Department of Corrections and Rehabilitation, Bismarck, ND)
- Wright County Jail Temporary Holdover Facility Activity Log
(Wright County Jail, Buffalo, MN)
- Attendant Care Admission/Release Form
(KS Law Enforcement Attendant Care Program, Lawrence, KS)
- Attendant Care Admission/Release Form
(Statewide Detention Support Services, Division of Juvenile Services, Department of Corrections and Rehabilitation, Bismarck, ND)
- Attendant Care Phone/Visitor Log
(Statewide Detention Support Services, Division of Juvenile Services, Department of Corrections and Rehabilitation, Bismarck, ND)
- Juvenile Detention Intake Decision Guideline Form
(MN Jail Removal Project, MN Department of Corrections, St. Paul, MN)



Admission Process

- Re-screen
- Information gathering
- Record keeping
- Parental contacts
- Notification of admission to others
- Information sharing

Supervision Guidelines

- Visual
- Electronic
- Gender issues
- Client to staff ratios

Focus of Care

- Safety
- Constant supervision
- Crisis intervention
- Problem-solving
- Programming



Referrals for Service

- Medical care
- Diversion
- Mental Health
- Community agencies/programs
- Hotlines/24 hour access

Discharge Process

- Authorization
- Over-riding release plans
- Reports to who?



OPERATING PROCEDURES FOR ATTENDANTS

1. The first attendant must address the following address the following issues when a youth enters Attendant Care:
 - a. Has the youth been searched?
If the youth has not been searched, ask law enforcement to do so.
 - b. Have the youth's parents and/or guardian been notified?
If they have not been notified, you should notify the parents and/or guardian.
 - c. Does the youth have any medical problems requiring medication/treatment?
Emergency medical treatment must be done before the youth enters the Attendant Care facility. Attendants are to dispense no medication, not even an aspirin.
 - d. Why is the youth being detained in Attendant Care?
The attendant should know why the youth is being held in order to anticipate problems.
 - e. What is the youth's emotional status and attitude?
The attendant should try to determine how the youth is feeling/behaving in order to anticipate problems.
 - f. Is the youth allowed to have visitors/telephone calls?
Determine who is allowed to visit/call. All items brought to youth by visitors must be searched.
 - g. Have the youth's personal effects been safely secured?
If the youth surrenders money/or personal property to you, a record of each of these properties shall be signed by both the juvenile and the attendant. Each refusal to sign should be documented.
 - h. When did the youth eat last?
Determine what arrangements will be made for food to be provided.
 - i. Fill out the Admission Form as thoroughly as possible.
 - j. Fill out the Health History Checklist as thoroughly as possible.
 - K. Review the rules and regulations of the Attendant Care facility with the youth and have him/her sign the statement that they have done so.
 - l. Keep the Attendant Evaluation Log on the youth's activities while in Attendant Care to give to the relieving attendant or to appropriate court personnel.
2. Relieving attendants must read the log and make additional entries.
3. The last attendant will release the youth from Attendant Care, have the person sign for the youth, noting the date and time on the admission form.



PERSONAL PROPERTY FORM

MONEY _____

CLOTHING (Describe) _____

PURSE OR WALLET (Describe contents)

OTHER PROPERTY _____

This is an accurate list of the property I brought with me.

Date Youth's Signature

Date Attendant's Signature

All of my personal property has been returned to me.

Date Youth's Signature

Date Attendant's Signature



PERSONAL PROPERTY FORM

MONEY _____

CLOTHING (Describe) _____

PURSE OR WALLET (Describe contents)

OTHER PROPERTY _____

This is an accurate list of the property I brought with me.

Date

Youth's Signature

Date

Attendant's Signature



ATTENDANT CARE HEALTH CHECKLIST

NAME _____ DATE _____

FACILITY _____ INTERVIEWER _____

1. Are you having any health problems at the present time? Yes _____ No _____

2. Have you had any of the following problems in the past 24 hours?

	<u>Yes</u>	<u>No</u>		<u>Yes</u>	<u>No</u>		<u>Yes</u>	<u>No</u>
Sore Throat	___	___	Nausea/Vomiting	___	___	Diarrhea	___	___
Earache	___	___	Headache	___	___	Abdominal Pain	___	___
Swollen Glands	___	___	Skin Rash	___	___	Kidney/Urinary	___	___
Fever/Chills	___	___				Problems	___	___

3. Do you have any medical problems such as:

	<u>Yes</u>	<u>No</u>		<u>Yes</u>	<u>No</u>		<u>Yes</u>	<u>No</u>		<u>Yes</u>	<u>No</u>
Rheumatic Fever	___	___	Diabetes	___	___	Epilepsy	___	___	Other	___	___

4. Do you think you have a communicable disease such as?

	<u>Yes</u>	<u>No</u>		<u>Yes</u>	<u>No</u>		<u>Yes</u>	<u>No</u>
Hepatitis	___	___	Venereal Disease (V.D.)	___	___	Mononucleosis	___	___
Other	___	___						

5. Do you think you have been exposed to any communicable disease in the past 2-3 weeks?

Yes _____ No _____

6. Are you taking any kind of medicine or shots? Yes _____ No _____

If yes, what kind? _____

Name of the physician who ordered it _____

7. Are you allergic to anything like aspirin, food, medicine, etc.?

Yes _____ No _____

8. Name of your family doctor _____

9. For girls only: Do you take birth control pills? Yes _____ No _____

If yes, when did you take your last pill? _____

Date of last menstrual period _____

10. Have you ever tried to hurt yourself? If yes, when and how? _____

Remarks: (Include any health observations, such as personal appearance, mannerisms and ability to answer questions).

Medical care is needed _____ Medical care is not needed _____

Medical care was obtained _____



Client Health Checklist

1. Have you had any of the following problems in the past 24 hours? YES/NO
Specify comments:

- | | | |
|-------------------------|-----|-----|
| Sore throat | ___ | ___ |
| Earache | ___ | ___ |
| Swollen glands | ___ | ___ |
| Nausea/vomiting | ___ | ___ |
| Headache | ___ | ___ |
| Skin rash | ___ | ___ |
| Fever/Chills | ___ | ___ |
| Abdominal Pain | ___ | ___ |
| Kidney/Urinary problems | ___ | ___ |

2. Do you have any of the following medical problems?
Hepatitis _____
Venereal Disease _____
Mononucleosis _____

Are you having any other health problems at the present time? _____

If yes, what? _____

3. Have you taken an AIDS screening test or do you feel you may have been exposed to AIDS? _____

Do you think you have been exposed to any other communicable disease in the past 2 or 3 weeks? If yes, what? _____

4. Are you allergic to anything like aspirin, food, medicine, etc? _____

If yes, what? _____

5. Are you taking any kind of medicine or shots? _____

If yes, what? _____

Physician who ordered it _____

Do you have it with you? _____

*if yes, AC Worker complete Medication Log Sheet.

6. Name and, if known, clinic of your family doctor _____

YES/NO

7. Have medical personnel been consulted?
If yes, what recommendations were made? _____

8. Have you ever tried to hurt yourself? If yes, when and how?

9. Have you used controlled substance/alcohol in the past 24
hours? If yes, describe substance, amount, method and time.

10. *For girls only:* do you take birth control pills? If yes when
did you take your last pill? _____

Date of last menstrual period _____





CLIENT ILLNESS REPORT FORM

Client Name: _____

Date/Time of Self-Report or Observation: _____

Symptoms/Current Condition: _____

When did it start? _____

Have you had this problem before? When? What did you do for it?

Do you think you may have a fever? _____

-if yes, obtain reading result = _____

Ask A Nurse recommendations (if applicable)

date/time of call _____

Other comments/plans employed:



WRIGHT COUNTY JUVENILE TEMPORARY HOLDOVER FACILITY
MEDICAL ASSESSMENT

NAME _____ DOB _____ SEX _____

DATE _____ TIME _____ ATTENDANT _____

ATTENDANT'S OBSERVATIONS

Are there obvious signs of trauma (cuts/bruises) or illness? _____

Does the juvenile appear to be under the influence of a chemical substance? _____

Does the juvenile's behavior suggest risk of harm to self or others? _____

ATTENDANT/JUVENILE QUESTIONNAIRE

Are you currently taking any medications? If so, what kind and for what? _____

Have you recently been hospitalized or seen a medical or psychiatric doctor? _____

Are you allergic to any medication or food? _____

Do you have a special diet prescribed by a physician? _____

Have you fainted recently or had a recent head injury? _____

Do you have a history of the following: epilepsy, tuberculosis, diabetes, hepatitis, or heart or respiratory problems? _____

What is the name of your physician? _____

Do you use "street drugs"? If so, what kind? _____

(For females)

Are you pregnant or recently delivered? _____

Are you currently on birth control pills? If so, do you have them with you? _____

If more room is needed, use the backside of this form.



ATTENDANT CARE RULES

It is generally the policy of this community not to hold youth in jails while they are awaiting pick-up by their parents or while other options are being developed. If you agree to the following rules you will be placed temporarily at Lutheran Social Services Attendant Care Site.

An attendant will be with you at all times. You will be allowed to eat, sleep, exercise, watch TV, read and do other activities.

The rules are very simple:

1. If you leave the Youth Advocacy Services Attendant Care Site without the attendant, the attendant will immediately call law enforcement; when caught, you may face additional charges and you may be held in secure detention.
2. Destructive behavior to persons or property will also result in law enforcement being called. Again, you may face additional charges and you may be held in secure detention.
3. Whatever you say to the attendant may be shared with the court or placing authority in order to help them make informed decisions about your future.
4. The building in which the site is located is a smoke-free building. Smoking by those under the age of 18 is prohibited by law.
5. Phone calls and visitations are prohibited except for an initial contact when parent(s) are first contacted.

I have read and reviewed the rules of the Attendant Care facility and agree to abide by them.

Date

Youth's Signature



ATTENDANT CARE RULES FOR YOUTH

The room you are in is called an Attendant Care facility. You are here instead of being in a jail cell. You have probably been through a lot of new experiences in the last few hours and may be feeling a lot of different emotions.

An attendant will be with you at all times. You will be allowed to eat, sleep, shower, exercise, watch TV, read and do other activities.

The rules are very simple:

1. If you leave the Attendant Care facility without the attendant, the attendant will immediately call law enforcement; you will be caught and taken to detention or to jail.
2. Destructive behavior to person or property will also result in law enforcement being called. You will be placed in detention or in jail, and additional charges will be filed.
3. Whatever you say to the attendant may be shared with the court in order to help them make good decisions about your future.
4. Smoking is in designated areas only.

I have read and reviewed the rules of the Attendant Care facility with the attendant.

Date

Youth's Signature

Attendant's Signature



ATTENDANT OBSERVATION LOG

Youth _____ Sex _____ DOB _____
Date _____ Location _____
Attendant _____ Time In _____ Time Out _____

I. AT RISK BEHAVIOR

Past thoughts of self harm? Yes _____ No _____

Past plans? Yes _____ No _____ Describe using SLAP method.

Past acts of self harm _____

Date of most recent act _____

Current thoughts of self harm? Yes _____ No _____

Current plans? Yes _____ No _____ Describe using SLAP method.

Who has been notified of this risk? _____

II. FORMING A RELATIONSHIP (Describe what worked for you in forming a relationship with the youth. _____)

III. DO WE KNOW

Youth's interests _____

Greatest fear of what will happen next _____

Achievements most proud of _____

How will we know if youth is becoming upset? _____

What helps youth to calm down? _____

IV. SUBSTANCE ABUSE

Has the youth used controlled substance/alcohol in the past?

Yes _____ No _____. Describe _____

Has youth taken any such drugs in past 24 hours? Yes _____
No _____.

Describe substance, amount, method and time. _____

Have medical personnel been consulted? Yes _____ No _____

Whom? _____

V. ACTIVITIES (Describe ways youth found to occupy time with Attendant; i.e., walks, talks, TV, board games, reading, etc.)

VI. BEHAVIORAL OBSERVATIONS (This section should "paint" a picture of the youth during the Attendant's time in behaviorally specific terms.)

SAMPLE ATTENDANT CARE LOG

YOUTH'S NAME: _____

LOG NO. ____ OF ____

The purpose of this log is to record behaviors and observations and should provide information regarding a youth while in Attendant Care. Entries are to be made every hour following admission.

Hour #1 Time: Attendant Initials:	Observations: <hr/> Comments:
Hour #2 Time: Attendant Initials:	Observations: <hr/> Comments:
Hour #3 Time: Attendant Initials:	Observations: <hr/> Comments:
Hour #4 Time: Attendant Initials:	Observations: <hr/> Comments:
Hour #5 Time: Attendant Initials:	Observations: <hr/> Comments:





ATTENDANT CARE PROGRAM

SHIFT SUMMARY

Client's Name _____

Shift Filled _____ to _____

Worker Completing Summary _____

Overall Behavior: _____

Issues or concern client has shared or had questions about: _____

My concerns and things to watch: _____

Special instructions: _____



ATTENDANT EVALUATION LOG

Youth _____ Sex _____ DOB _____

Date _____ Location _____

Attendant _____ Time In _____ Time Out _____

I. AT RISK BEHAVIOR

Past thoughts of self harm? Yes _____ No _____

Past plans? Yes _____ No _____ Describe using SLAP method.
Specificity lethality Availability proximity

Past acts of self harm _____

Date of most recent act _____

Current thoughts of self harm? Yes _____ No _____

Current plans? Yes _____ No _____ Describe using SLAP method.

Who has been notified of this risk? _____

II. FORMING A RELATIONSHIP (Describe what worked for you in forming a relationship with youth. _____)

III. DO WE KNOW Youth's interests _____

Greatest fear of what will happen next _____

Achievements most proud of _____





Total Hours _____

ATTENDANT CARE ADMISSION/RELEASE FORM

SEARCHED _____

DATE/TIME ADMITTED _____ FACILITY _____

NAME _____ AGE _____

RACE/ETHNIC BACKGROUND _____ DATE OF BIRTH _____

COUNTY OF RESIDENCE _____ SEX _____

PARENTS/GUARDIAN: _____

ADDRESS: _____

PHONE: _____

PARENTS CONTACTED? BY _____ DATE _____ TIME _____

CHARGES AND/OR REASON YOUTH IS IN ATTENDANT CARE: _____

PHYSICAL DESCRIPTION:

HEIGHT _____

HAIR COLOR _____

WIGHT _____

EYE COLOR _____

SCARS/TATOOS _____

INVOLVED PERSONS:

COURT SERVICES OFFICER _____

SOCIAL WORKER _____

ATTORNEY _____

PERSONS AUTHORIZED TO VISIT/CALL _____

ADMISSION NOTES: (Describe youth's attitude, any observations, etc.)

Admitting Attendant's Signature _____

RELEASE AUTHORIZED BY _____

DATE/TIME RELEASED _____

RELEASED TO _____

SIGNATURE OF RECEIVING ADULT _____

Releasing Attendant's Signature
Kansas



Attendant Care Admission/Release Form

Reason for placement _____

Date of placement _____ Admittance time _____ AM/PM

Client data:			
Name _____			
Last	First	Middle	
Street address _____			
City, state, zip _____			
Age _____	DOB _____	Race (check one):	
Sex _____	Height _____	_____ American Indian	_____ Black
Hair _____	Weight _____	_____ Asian	_____ White
Eyes _____			
Ethnicity: _____ Hispanic _____ Non-Hispanic			
Currently wearing _____			
Identifying characteristics _____			
Currently on probation or under the custody of the Division of Juvenile Services or County? No/Yes Casemanager _____			

Parent/guardian Data:	
Name _____	
Street address _____	
City, state, zip _____	
Home phone _____	Work phone _____
Parental contact by LEO? yes/no	
if yes, comments: _____	

AC parental contact: Date _____ Time _____ AM/PM	
By whom: _____	
Outcome/comments: _____	

Tentative release plans? _____	

Authorizations

<u>Admission</u>	
Admitting AC Worker (print)	Signature
Referring Law Enforcement Officer (print)	Signature
Agency	
Approved for Visitation/Phone Calls: _____	
Person giving approval (print)	Person giving approval (print)

<u>Release</u> (authorized of Juvenile Court or placing Law Enforcement Agent)	
Juvenile Court Official/Law Enforcement Agency giving permission for release (print)	Date/time of authorization
Permission for release to	
Name	Relationship
Releasing AC Worker (print)	Signature
Date released _____	Time released _____ AM/PM
Parent/guardian/adult receiving juvenile	Signature

**IF CHARGE IS *PROTECTIVE CUSTODY*,
LAW ENFORCEMENT CAN NOT SIGN
THE RELEASE!!!**

Confiscation of Personal Belongings

Personal belongings maintained by _____
Police or Sheriff's Department

Items include _____

I understand that I can pick these items up from the above named agency between 8 am and 5 pm from the Property Officer.

Juvenile's signature

Those items maintained by the Attendant Care site include _____

I understand that these items (barring contraband) will be returned to me upon my release.

Juvenile's signature

I took possession of the above items which were confiscated by the Attendant Care site.

Juvenile's signature

Date

AC Worker's signature

Date

Pre-Screening

Appropriate for Attendant Care?

Is the youth in need of immediate medical attention? _____ If yes, law enforcement must have these needs addressed prior to AC admission.

Is the youth in need of detox? _____ If yes, the AC site is an inappropriate placement.

Does the youth agree to follow the rules of the AC site? _____ If not they can be denied entry.

Has the youth been searched? _____ Inform them of our policy to also search upon entry into the AC site. Have police confiscate contraband (weapons, illegal substances) as well as money if excessive amount. Cigarettes will not be returned to the youth.

Has the juvenile's personal belongings been secured? _____ If no, please complete the **Confiscation of Personal Belongings** section above.

Admission notes (anything from behavior/attitude to cuts and bruises) _____



ATTENDANT CARE
Phone/Visitor Log

Client's Name

I. List of Approved Contacts

A) Approved for phone calls:

<u>Name</u>	<u>Phone Number</u>	<u>Approved by/Agency</u>	<u>Date/Time of Approval</u>
1.			
2.			
3.			

B) Approved for Visitation:

<u>Name</u>	<u>Phone Number</u>	<u>Approved by/Agency</u>	<u>Date/Time of Approval</u>
1.			
2.			
3.			

II. Contacts Made:

<u>Date</u>	<u>Time</u>	<u>Name</u>	<u>Call</u>	<u>Visitation</u>
1.				
2.				
3.				
4.				
5.				
6.				
7.				
8.				
9.				
10.				



JUVENILE DETENTION INTAKE DECISION GUIDELINE FORM
(Required To Be Used If Reimbursement For Detention
Services Is To Be Claimed)

Name _____ Age _____ D.O.B. _____

Address _____ County _____ State _____

Parents/Custodian Name _____ Phone (_____) _____

Address _____

Juvenile was taken into custody at (place) _____

Date: _____ Time: _____ Officer/Arresting Person Name _____ / _____

Name Title

Juvenile was taken into custody for the following reason(s): _____

(Criminal offense/Do not indicate probation violation - State specific offense or behavior)

This intake worker believes detention is necessary because (check at least one): 1. () child's health or welfare is immediately endangered; 2. () child's conduct represents a danger to self or others; 3. () child would not remain in parent's custody; 4. () child would not appear in court as directed because: (Note: Below, please describe in "objective terms" the specific facts surrounding why the juvenile's present circumstances meet one of these four (4) stated criteria). See other side for guidelines.

Juvenile was placed at (place) _____ Date: _____ Time: _____

I hereby certify this report as true and correct to the best of my knowledge. I further certify that the notifications required by statute, checked off below, have been given as required.

Signature of Intake or Admission Worker Title Department

NOTICES TO PARENT

- () Given by Intake or Admission Worker
- () Given by Other

Name Title

- () Reason for Detention
- () Place of Detention
- () Right to an initial visit at any time
- () Right to subsequent visits at reasonable times
- () That juvenile may be detained no more than () six hours (jail) or no more than () 24 hours, excluding Weekends or Holidays (jail or THF) or no more than () 36 hours, excluding Weekends and Holidays (secure juvenile center), unless a petition has been filed and the Court orders detention after a hearing.
- () A juvenile placed in shelter care by court order, warrant, or for protective custody may be held no more than 72 hours, excluding Weekends and Holidays, unless a petition has been filed and the Court orders detention after a hearing.
- () I have been unable to give the required notices to the parent for the following reason(s): _____

NOTICES TO JUVENILE

- () Given by Intake or Admission Worker
- () Given by Other

Name Title

- () Reason for Detention
- () Place of Detention
- () Right to telephone parent and attorney immediately upon placement in detention
- That juvenile may be detained no more than () six hours (jail) or no more than () 24 hours, excluding Weekends or holidays (jail or THF) or no more than () 36 hours, excluding Weekends and Holidays (secure juvenile center), unless a petition has been filed and the Court orders detention after a hearing.
- () A juvenile placed in shelter care by court order, warrant, or for protective custody may be held no more than 72 hours, excluding Weekends and Holidays, unless a petition has been filed and the Court orders detention after a hearing.

Note: Designated intake worker should become involved immediately upon referral or shortly thereafter. This is usually an employee of the Corrections Department, either field services or the detention facility. Their first task is to ensure that the child's detention is "legal" and next to re-evaluate the subjective judgements that will determine continued detention beyond the initial intake phase. This worker should have access to the child's prior offense history, and should consult with other professionals active with the child, and should talk with the child's parents about his/her behavior within the home and community. With children active on probation, the child's probation officer should be contacted prior to the detention decision being made.

DETENTION CRITERIA/GUIDELINES

Mn. statutes provide broad legal criteria for the use of both non-secure and secure detention. In addition to the legal requirement of a current or prior delinquent offense, at least one of four subjective non-offense criteria must ALSO be met prior to a child being permitted to be detained.

Mn. statute states that a child shall be released to his parent "unless" one of the following criteria are met:

1. Endanger self or others

This criteria most clearly comes into play if the offense and/or prior offenses involve actual, potential, or threatened physical harm to other people.

Also, current or prior incidents of suicide attempts or threats, life threatening drug or alcohol overdose, or running behavior that places a child in situations of danger or abuse will often fall into this category.

2. Not return for a court hearing

A prior history of failure to appear for court, previous patterns of running away from situations or threats to runaway will usually be considered under this category.

3. Run away et al. or not remain in the care or control of lawful custodian

Again...prior, or threatened runaway behavior is a prime factor in using this criteria.

Also, a recent pattern of defiant, out-of-control behavior...including, but not limited to, frequent prior delinquent offenses...will be considered under this criteria.

4. Child's health or welfare would be immediately endangered

Although this criteria is primarily used relative to non-secure shelter for CHIPS youth...it can be applied to delinquent youth.

This will usually occur when the risk of the child's running or out-of-control behavior would place him in situations that would endanger his health or welfare...and this usually duplicates criteria 1, 2, or 3.

It is also conceivable that the anticipated anger and conflict between a child and parent in response to an offense might meet this criteria...as could the anticipated response of a victim or victim's family and friends constitute such a danger.



Operations and Administration

- Copies of Overheads
 - Operation and Administration of a Juvenile Holdover Program: An Overview
- 





Administration & Operations

- Legal, Procedural & Ethical Issues
- Liability & Risk Management
- Administrative Oversight - Programmatic & Financial
- Program Funding Options
- Types of Holdovers: Security Level & Location

Administration & Operations (cont.)

- Basic Program - What do they look like?
- Emergency Procedures
- Use of Restraint

Liability & Risk Management

- Types of Risk
 - JJDP Act Compliance
 - Civil Rights & Conditions of Confinement
 - Errors & Omissions
 - Non-Profits & Liability
 - Worker's Right & Liability



Liability & Risk Management (cont)

- Risk Reduction
- Risk Management

Major Program Components

- Facility standards
- Key Program Policies
 - Intake criteria, Length of Stay, length of duty
- Staff recruiting/staffing standards
- Funding source & funding (reimbursement) criteria
- Training standards & curriculum

Advantages of Statewide Program

- Possibly more certain funding
- Training can be standardized
- Evaluation may be easier & more informative
- May be simpler to implement



**Disadvantages of
Statewide Program**

(advantages of individual)

- Less flexibility of design & use
- System subject to state budget changes
- Lack of ownership/decreasing interest
- Recruiting quality staff less manageable



OPERATION AND ADMINISTRATION OF A JUVENILE HOLDOVER PROGRAM: AN OVERVIEW¹

This section discusses liability issues, protection of client rights, use of restraints or preventing youth from leaving program, duty to report child abuse, state issues and compliance with state law, and parental rights with regard to operating and administering juvenile holdover programs.

LIABILITY ISSUES

The first step in considering the liability issues involved in a juvenile holdover program is the determination of the authority for the establishment of the program. The existence of specific statutory authorization is not only reassuring, but usually gives specific guidance for the structure of the program. That level of legal guidance is not universal and many jurisdictions are operating under the implied authority granted through the juvenile code. In the states where the program is operating under the implied authority of the juvenile code, the legal status is likely to be more complex. The legal genesis of a program should be carefully articulated so that the planning and design of the operation of the program can be grounded in the statutory authority whether expressed or implied. If the authority is implied through the general application of the juvenile code, the code sections that are relied upon to provide authorization should be identified. A narrative setting out the implications drawn from those statutes should be included in the organizational documents or order of the court establishing the program. A clear statement of the derivation of authority will decrease the likelihood of challenges to the existence of the program. Clear understanding of the establishment authority for the program will contribute to a better operational framework as well. The policies and procedures of operation should be set out and organized in a manner that shows the applicability of the statute from which the authority is implied. The provisions of the statute must be clearly related to the program as a whole as well as the operational details.

At this point, the questions of liability require a determination of the legal status of the entity that operates the program as well as the entity that owns the facility in which the program is operated. A survey administered by the American Probation and Parole Association (1998) listed the following as providers of juvenile holdover programs:

- ◆ Juvenile Court
- ◆ Juvenile Probation Office
- ◆ Volunteer Group
- ◆ Detention Facility
- ◆ Sheriff
- ◆ Social Services
- ◆ Non-Profit Organizations
- ◆ Contracted Services
- ◆ State Agency

¹ This section is adapted from the draft version of the American Probation and Parole Association's (1999) *Implementation Guide for Juvenile Holdover Programs*

- ◆ Police

In that same survey the sites were listed as follows:

- ◆ Self-contained Facility
- ◆ Emergency Shelter
- ◆ Courthouse
- ◆ Jail
- ◆ Detention Facility
- ◆ Probation Office
- ◆ No Facility
- ◆ Other
- ◆ Foster Home

The obvious conclusion is that the ownership of the physical facility is often with an entity other than the program provider of the juvenile holdover program service. Thus, the relationship between the two must be stated and the responsibilities delineated. Some basic questions to be asked for each site in the planning or in a program review process are suggested:

- ◆ Who owns the property?
- ◆ What is the legal nature of the entity? Governmental, not for profit, private?
- ◆ Who will maintain the safe and sanitary condition of the property?
- ◆ Who will insure the property for damage and loss?
- ◆ Who will insure or otherwise provide the liability coverage for personal injury resulting from the condition of the property?

If the entity owning the property is a governmental agency, an understanding of governmental immunity for that unit of government is necessary to help answer the questions about liability. The question of governmental immunity applies to other issues and will be discussed later. These are normal tenant and owner questions that are usually addressed in leases. The complication here is that neither the owners nor program providers tend to think of their relationship as landlords and tenants. The perception is blurred because one, if not both, of the parties is a governmental unit. For example, if someone slips, falls and breaks a leg, and the fall was caused by a broken step, who is liable for the injury resulting from negligence in not fixing the step?

The operation of the program has several critical points. These points are where the potential legal liability of the program for failure to perform certain tasks or provide essential services seems greater. At the time the program accepts a youth for services, it has to have authority to hold that youth. The intake process must allow the determination of a specific reason for the holding of a youth. The program also has to determine a basic level of health of the youth. These issues can be handled by an adequate screening and intake process. Questions to be answered by the intake process:

- Who is this youth?
- Who are the parents or legal guardians of this youth?

- Can they be located and notified?
- Why was the youth brought to the program?
- Does the youth have any injuries or health problems that need attending?
- Does the youth need food and water?
- Does the youth need an opportunity for personal hygiene?
- Does the youth have any disabilities?
- Has any one explained to the youth why and by whom the youth is being held?
- Was the youth legally taken into custody?
- Can this youth continue to be legally held?
- Does the youth fall within the age set by statute or regulation to be held?
- Has the youth committed an act for which the statute authorizes detention?
- Was the youth found in a status for which detention is authorized?
- Have the parents or guardians been notified?
- Has the parent or guardian given consent?

The intake process must provide enough information to allow the formation of a reasonable belief that the youth was legally taken in custody and that the continued holding of the youth complies with the law.

Insurance

Whether the property is owned by a non-governmental entity or a government unit, the question of insurance should be addressed in the Memorandum of Agreement or the written document that is used to set out the terms and conditions of the program. The specific answers are not as important as making sure the issues are adequately reviewed. Equally important is including the agreed result in the written agreement. The agreement should list the kinds of insurance to be obtained and specify the entity responsible for obtaining the insurance.

Staff Harm

The staffing of holdover programs almost defies description as shown by the survey and the earlier discussion. In considering liability for staff harm there are two broad divisions with which to start. One is the harm caused to the staff and the second is harm caused by staff. The finer points to be considered in the determination of liability are the conditions of employment or volunteering, and the kind of employee or volunteer — whether governmental, a public safety officer, private entity employee, a contractor, or a volunteer. The employee or volunteer status is important, even more so when determining agency liability for harm or injury to another person.

The first protection and prevention strategy is to put appropriate screening and selection procedures in place. These should be required for staff, for contractors (if they are in contact with the youth), and for volunteers. No person should be placed in contact or a position of care or trust for youth without being screened and selected by appropriate standards. More often, jurisdictions require at least a criminal records check. Some suggested standards would include reference checks, record checks, and the use of pre-employment screening instrument. A higher level would include a personality screening instrument and a determination of the applicant's level of knowledge about

youth development. The negligent selection or hiring of an applicant can result in harm to a youth and in nasty publicity or lawsuits. The danger of harm to a youth can be decreased by complying with statutes and regulations and by paying careful attention to the hiring process.

Once a staff person is selected, whether volunteer or paid, the person must be given adequate training. The training must be sufficient to allow the person to understand and perform all duties and responsibilities safely. The training must be ongoing, regular and as needed to keep the staff current with the program and youth needs. The training should include how to avoid injury inflicted by the youth, as well as how to ensure the safety of the youth.

An additional issue that must be discussed is the procedure for handling complaints of staff misconduct involving youth. All too frequently, staff members who work with youth are accused of misconduct. The allegations include behavior that constitutes discrimination, sexual harassment, sexual misconduct, sexual assault, physical assault, supplying alcohol and other drugs, and other mistreatment of youth in custody. Other allegations include failure to provide proper medical treatment or adequate supervision.

Whether the allegations are true or not true, a policy that requires adequate investigation and the taking of appropriate level of action is an absolute necessity. A procedure must be in place that provides for the reassignment of the adult who is the subject of certain kinds of complaints. The clear definition of the kinds of complaints that required reassignment should be in the procedure. That adult should not have contact with a youth who has complained during the investigation of that complaint. No agency that provides care for youth can ignore accusations of this type. One reason is the prevention of harm to youth with the program is entrusted. The second is the liability that can result from failure to investigate a complaint adequately and respond appropriately. Having a subsequent similar incident occur after being put on notice of a problem can have very serious consequences.

Transportation

Planning for the transportation of youth can be divided into three components: (1) transportation of the youth to the holdover facility, (2) transportation to services and education while at the facility, and (3) transportation to return home or to another facility. As a part of the planning process decisions will be required such as:

- How will the transportation be scheduled and provided?
- Who will pay the costs?
- Who determines the need for the transportation?
- What insurance is needed?

Safety regulations should be reviewed. Procedures should be written for the transportation process. If family and volunteers will provide transportation, then insurance coverage should be provided.

Immunity

Many states have some shields from liability for damages alleged to have resulted from official proceedings and actions. Most states still have some vestiges of what was once known as "sovereign immunity." In England, the original legal doctrine was that one could not sue the king who was the sovereign. Therefore, the king was immune from lawsuits even if the government had caused harm. The United States adopted this doctrine. This meant that an individual could not sue the government for damages that were alleged to have been the result of the government actions unless the government agreed. In recent years, the immunity from lawsuits for some states and local jurisdictions has decreased. The issue of governmental immunity from lawsuits has been an active area of change for both the legislation as well as case law. Most of the states permit lawsuits with varying jurisdictional requirements. The determination of whether there is tort claim immunity for the operation of the juvenile holdover program is a crucial budget consideration. Insurance is a cost that must be budgeted. If the agency providing the program is not a government agency then the likelihood of any application of tort claims immunity is not large. If the operation of the juvenile holdover program is a partnership or joint effort then clear definition of which duties are performed by the governmental unit is imperative. Governmental immunity will certainly be limited to the portion of the juvenile holdover program activity performed by the governmental agency.

However, another kind of immunity that affects the planning of liability protection is volunteer immunity. Some states have passed laws which protect volunteers from liability for certain kinds of volunteer work. Again, state by state determination of the law must be made by a competent attorney. The analysis should include the determination of the status of the person and the type of activity in which that person will be engaged. The applicability of such legislation referencing volunteers should be monitored for changes both in the statute as well as the case law applying the statutes

PROTECTION OF CLIENT RIGHTS

The attitudes with which we set out to protect a child's rights are as important as the ways we seek to accomplish the protection. If, the approach taken in the framing of policy and procedure is to protect the youthful rights because it is the right way to do things, success is more likely than if it is a perfunctory task. The staff and youth will benefit when the motivation is beyond the fact that the "law requires us to do this." Youth learn how to be adults and the attitudes to be used from watching the adults in their world. Thus, at the time a youth is brought to a juvenile holdover program, stressed, maybe frightened, it is important for staff to be calm and respectful of the youth as a person. There is no reason or excuse to bully or demean a youth.

Confidentiality Concerns

The youth should be reassured that his/her privacy will be protected. This respect for the youth's rights can be demonstrated by the keeping of the records in a confidential manner. This also means that information that could be incriminating to the youth should not be coerced or obtained from the youth unless it is freely volunteered. The identity and the fact that a youth has been in the juvenile holdover program should be

shielded from the public. That shielding should include staff members of the agency that do not need to know the youth's status.

A written policy and the procedures to insure compliance should protect the confidentiality of the youth identity and other information. A procedure identifying what information will be collected, and, once gathered, how it will be maintained should be developed. The procedure will include who can receive what information and when and in what manner the information will be transmitted. The procedure should ensure compliance with the state statutes and make a determination of whether the Federal Education Right to Privacy Act applies to any aspect of the operation of the program.

Staff Records

Records maintained by staff will perform several functions. Those functions include documenting what care and supervision are given to each youth, the well being of the youth and the progress of the youth. Other functions may be to track staff effort and evaluate the effectiveness of the staff activity. Some of the information may be needed to acquire or maintain adequate resources for the program. Basic logs of the entry and departure of the youth, activities of each youth, visitors and narrative accounts of any incidents are the minimum that should be maintained.

Other records may be required by statute, regulations, or the supervising authority. Medical and educational service records should be maintained. If the period of holding is longer than a few hours provision of those services will be necessary. All of this information should have privacy protections in place. Disclosure to other individuals and agencies must be in accordance with the program policy. The records should be subjected to a validity and accuracy review.

Data Privacy

The compiling of data for reports to the funding authority, regulating authority, or to the juvenile court and prosecutor must be done following procedures that result in accurate data while protecting the confidential information about youth clients. The aggregation of data should follow accepted protocols that allow for testing of the data without violation of confidential safeguards. The computer system and network safeguards should be developed by a professional who understands the technological requirements as well as the legal requirements. The protection of information from those who are not authorized to such information is essential.

Youth Confrontation

A youth may be questioned to determine the youth's identity and that of a parent or guardian. Health and safety information may also be gathered from the youth. If a juvenile holdover program is considered as a custodial setting, then a youth may not be confronted with accusations of commission of acts that would be a crime if committed by an adult while in the juvenile holdover program. Whether a non-secure setting is custodial turns on the question of whether the youth believes that she or he can leave. For adults, the requirements of advisement of rights before confrontation or questioning hinges on whether the adult is in custody. The same reasoning has been applied to

youth as well. The issue to be decided here is if the youth must be advised of "Miranda rights". If, in gathering the information, the intention or result is to use it in evidence against the youth at a hearing, the youth should be advised of the rights and allowed to have meaningful consultation with parents or legal counsel.

Information to be used against youth in a proceeding

In Custody	No confrontation without advice of rights
Not in custody	Better practice still is to advise of rights

Information to be used for safety or health of youth or other youth in the program and not in proceeding or against the youth

Custodial Issue does not have to be decided.	No advisements are needed.
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In summary, the policy and the procedures of the program should be written to safeguard the wellbeing of the youth. The procedures should identify when the youth can be confronted, by whom and how the information obtained will be used. When in doubt, unless there is an immediate concern for the well being of the youth, the juvenile holdover program staff should refrain from questioning the youth beyond the necessary intake information.

Searches

The legal permissibility of searches of the person, limited or full, depends upon the danger posed by the person, the probable cause, and whether the person is in custody. If the youth is regarded as being in custody, whether the program is secure or non-secure, a search may be conducted for custodial purposes. The search should not be more invasive of the person than needed to assure the safety and health of the youth and those around the youth. Searches by a juvenile holdover program staff person should not be for the purpose of gathering evidence. If such a search is permitted, it should be done by a police agency, probation officer, or prosecutor's investigator. In cases where law enforcement officers or probation officers staff the juvenile holdover program, the policy needed to clearly delineate the difference in responsibilities so that the youth is treated fairly. The blurring of these roles can result in some undesirable consequences. Those consequences can span from the mistrust of staff by the youth to the suppression of evidence in court.

Testing for drugs and other substances is a search. Testing for illness or disease may also be considered a search. This means that the youth has rights under the Fourth Amendment of the United States Constitution. Other sources of rights are the

constitution of various states and state and federal statutes. The body of case law is large regarding the search of youth. The effect of this law upon the operation of a juvenile holdover program requires written policy setting out the following:

1. What testing will be performed?
2. What will be the conditions to determine the testing?
3. Who will decide to administer the testing?
4. Who will do the testing?
5. What are the quality assurances of the accuracy of the administration of the tests?
6. Who will be informed of the results?
7. How will the results be used in decisions regarding the care of the youth?

The Office of Juvenile Justice and Delinquency Prevention has published a guide entitled *Drug Identification and Testing in the Juvenile Justice System*. This guide provides a detailed discussion on the development of testing in juvenile programs. In addition, the appendix has sample forms for use in the documentation of the testing done by the program.

RESTRAINING OR PREVENTING FROM LEAVING

Safety is the primary concern in formulating a policy and procedures for a response to the youth threat or attempt to leave the program. The safety of the youth, of other youth, the community and the staff must be addressed. While the approaches by the juvenile holdover programs vary in the restraint or prevention of the leaving of the youth, the question of which is more important, safety or the right to leave seems easy. The youth is a child in the eyes of the law as well as level of functioning. The examination of the procedures for this issue should be done in light of the safe keeping of the youth, not absolute right to run the streets. The law would not let them sit in the middle of the street.

The decision of how to restrain or prevent the youth from leaving has to include the determination of the least restraint needed. If a child is violent and must be restrained, the equipment or device used must be scaled to the youth's size. For example, a restraint chair improperly used could present a danger to the child. Failure to keep the youth under adequate surveillance by keeping within sight and sound could prevent the youth from leaving or otherwise getting into harm's way.

DUTY TO REPORT CHILD ABUSE

The duty to report child abuse should be set out in a written policy. Clear and complete procedures to comply with this policy should be given to each staff member, volunteer or paid. Training and retraining in support of maintaining the effectiveness of the policy should be scheduled on a regular basis. While the details of when and how to report will be dependent upon the specific requirements of the state statutes and regulations, this is the one instance where there should be no hesitation. Anytime an incident of abuse or neglect is suspected, a juvenile holdover program must accept the responsibility of providing a safety net for the youth. The procedure should include specific instructions that set out at a minimum the following:

- to whom the report is to be made,

- the agency where that person is located and how to contact,
- what must be reported,
- how is the youth to be protected, and
- how the report should be documented.

The duty to report includes that abuse that may occur at the juvenile holdover program. Some youth may prey on other youth. Allegations of abuse are sometimes made against the workers employed by youth programs. It is imperative that the juvenile holdover program recognizes and deals with these unpleasant possibilities in the written policy and procedures of the program.

STATE ISSUES AND COMPLIANCE WITH STATE LAW

The compliance with state and local law is a minimum expectation for any program working with youth. The best way to be sure that the program is organized and operates in compliance with the law is to seek the advice of a lawyer. A recommendation is that the lawyer be one who is interested in youth law and competent in real estate and liability issues. An attorney's review of the plans and documents at the planning stages of the program can save time and money later. As policies and procedures are developed involving the issues in this chapter they should be reviewed by the attorney for compliance with the applicable law.

Because of the public concern with juveniles and the fear of violence upon youth and by youth, juvenile law frequently changes in many jurisdictions. A good practice would be to have an annual review after the legislature adjourns to review the new laws and recent case law. This review would help the program remain in compliance and reduce the liability exposure. If the law changes and the program fail to make the necessary adjustments then a child's rights could be inadvertently violated.

PARENTAL RIGHTS

Our cultural attitudes that protect and cherish parental rights are reflected in statutes that require a high level of justification to take a child into custody and hold the child without parental consent. That deference to parental rights is substantial as evidenced by the detail with which state and territorial statutes set out parental rights. Each jurisdiction has its own requirements but a general review of the statutes shows these basic requirements:

1. A legal basis as defined by the statute must be established to take the care, custody, and control of a juvenile from the parent or legal guardian.
2. The parent/guardian must be informed within (usually) a specific time period of the following:
 - a) Where youth is being detained,
 - b) Reason for the holding of the youth,
 - c) The legal rights of the parent,
 - d) The legal responsibilities of the parent,
 - e) The legal rights of the youth
 - f) Parent must be given opportunity for meaningful conference with youth, and

g) Parent may be entitled to counsel for the parent.

If the parent or a legal guardian cannot be identified or located a guardian ad litem or court appointed special advocate will often be appointed for the youth. These are usually volunteers who have a strong interest in child welfare. They too must be provided information about the child. The circumstances vary that allow or require this kind of appointment, according to jurisdiction.

The survey of agencies operating juvenile holdover programs indicated a large difference in the permitted lengths of stay in the program for the juveniles. The range between the shortest stay of 24 hours and the longest permitted stay of 45 days means the contact with parents and parental involvement will vary accordingly. This variability in length of stay will also be a factor in the recognition and protection of parental rights.

A minimum standard should require each facility or program to have a written procedure in place to locate and notify parents/guardians of the youth's whereabouts and the conditions under which the youth is detained. An acceptable alternative could be a clear, written agreement with the agency delivering the youth that the "pick up" or apprehending agency will notify the parents or guardians. That agreement should also provide a procedure to advise parents of rights and other matters required by the law. Other parent/guardian issues that a juvenile holdover program should consider are the visitation rights to confer with the youth. Some states, via case law for the most part, have defined meaningful consultation as private and with physical contact. The physical facility or setting for a juvenile holdover program will require adequate space to provide for the visitation. The planning of the facility and appropriate physical layout of the program can make the attainment of the standards much easier.

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Staffing and Training

- Copies of Overheads
- Sample Juvenile Holdover Program Coordinator Job Description
- Sample List of Qualifications for Juvenile Holdover Program Coordinator
- Youth Attendant Job Description
(KS Law Enforcement Attendant Care Program, Lawrence, KS)
- Basic Rules and Guidelines for Youth Attendants
(KS Law Enforcement Attendant Care Program, Lawrence, KS)
- Sample Volunteer Contract
(Statewide Detention Support Services, Division of Juvenile Services, Department of Corrections and Rehabilitation, Bismarck, ND)
- Sample Contract for the Attendant Care Services
(MN Jail Removal Project, MN Department of Corrections, St. Paul, MN)
- Discipline Policy for Attendant Care
(KS Law Enforcement Attendant Care Program, Lawrence, KS)
- Sample Training Topics
- Juvenile Care Attendant Workshop Agenda
(MN Jail Removal Project, MN Department of Corrections, St. Paul, MN)
- Sample Training Agenda
(Lutheran Social Services, ND)
- Sample Learning Objectives by Topic Area
(KS Law Enforcement Attendant Care Program, Lawrence, KS)
- Sample Topical Outline for Quarterly Training Sessions
(KS Law Enforcement Attendant Care Program, Lawrence, KS)
- Sample Outline of "Drug and Alcohol" Presentation to Attendant Care Workers
(KS Law Enforcement Attendant Care Program, Lawrence, KS)
- Basic Training for Juvenile Care Attendants
(MN Jail Removal Project, MN Department of Corrections, St. Paul, MN)
- Teen in Distress
(MN Extension Service, University of MN, St. Paul, MN)
- Child Abuse and Neglect
(Statewide Detention Support Services, Division of Juvenile Services, Department of Corrections and Rehabilitation, Bismarck, ND)



Staff Status

- Employee (wage)
 - Part of fulltime
- Volunteer (stipend or non)
- On-call
 - Weekend/evening only
 - 24/7

Recruitment

- Unemployment rate
- College alliances
- Cross-training/utilization
- Characteristics for success

Retention

- Regular utilization
- Training
- Recognition
- Teamwork
- Advancement

Supervisory Staff

- Full time/Part time
- Team Leader(s)
- Existing Agency personnel

Supervisory Duties

- Day to day operations
- Staffing
- Evaluation
- Policy/procedure
- QA
- Community relations
- Records retention

Staff Training

- Procedural
- Youth-related issues
- Safety
- Agency Orientation

Initial Topics

- Child Abuse/Neglect
- Suicide
- Juvenile Justice System
- Communication & Relational Skills
- Behavior Management
- De-escalation
- Problem-solving
- Additional Issues
- Worker Safety
- Mock Intake/Search

Other Training to Consider

- Supervisors/Administration
- On-going/refresher
 - Monthly
 - Quarterly



Sample Juvenile Holdover Coordinator Job Description

DEFINITION

To manage and direct the overall activities of the juvenile holdover program; to recruit, train, supervise administrative staff and childcare providers, to develop and coordinate community referrals and support for the program.

DUTY

Duties may include, but are not limited to, the following:

- Develop assessment and eligibility criteria for admission to juvenile holdover.
- Assist in the development, planning, and implementation of the program goals and objectives.
- Communicate with representatives of the referring and juvenile justice agencies in coordinating administrative aspects of program.
- Interview juvenile offenders, status offenders and children in need of care to determine their eligibility for juvenile holdover program.
- Recruit, train, and supervise administrative staff and childcare providers.
- Develop and coordinate referrals to community service agencies.
- Supervise and participate in the development of the budget for juvenile holdover programs.
- Perform public relations activities such as representing the juvenile holdover program to community groups and civic organizations.
- Maintain records and perform general administrative and clerical duties.
- Perform related duties as assigned.



SAMPLE LIST OF QUALIFICATIONS FOR JUVENILE HOLDOVER PROGRAM COORDINATOR

Knowledge of —

- Principles of supervision and training
- Organizational and management practices as applied to the analysis and evaluation of programs, policies, and operational needs
- Modern office procedures, methods, and computer equipment
- Principles, practices, and techniques of records retention
- Counseling techniques
- Juvenile statutes and detention criteria
- Principles and procedures of record-keeping and report preparation
- Local community service agencies
- Pertinent federal, state, and local laws, codes, and regulations

Ability to —

- Develop and maintain a positive public image and support for juvenile holdover programs and other alternatives to juvenile detention.
- Recognize drug and alcohol abuse symptoms.
- Recognize abuse and neglect symptoms.
- Organize direct, and implement a comprehensive juvenile holdover program.
- Select, supervise and train volunteer staff.
- Analyze problems identify alternative solutions project consequences of proposed actions, and implement recommendations in support of goals.
- Prepare and administer a budget.
- Communicate clearly and concisely, both orally and in writing.
- Respond to requests and inquires from the collaborating agencies and the public regarding juvenile holdover programs.

- Establish and maintain a cooperative working relationships with those contacted in the course of work.
- Counsel and provide guidance to individuals and respond to situations that are of a sensitive nature.
- Maintain detailed records.



**YOUTH ATTENDANT
JOB DESCRIPTION**

POSITION DESCRIPTION

The goal of the Youth Attendant's position is to provide direct, short-term supervision of individual juveniles who would otherwise be held in jail.

QUALIFICATIONS

1. 19 years of age or older
2. High school diploma or equivalent
3. Even temperament, emotional maturity, sound judgment, and an understanding of children
4. Flexible
5. Pass the KBI/SRS child abuse registry check
6. Present written proof of a negative TB test
7. Complete the Kansas Youth Attendant Training Program

DUTIES

1. Youth Attendants will supervise juveniles in the county's designated attendant care facility.
2. Youth Attendants will constantly supervise the juveniles for whom they are responsible; i.e., remain in the room, accompany juvenile to restroom, for drinks of water, and during recreational activities.
3. While on duty, Youth Attendants will not participate in any activity that would interfere with the care of the juvenile.
4. Youth Attendants are expected to listen and communicate with the juvenile; they are not expected to give advice or try to solve the juvenile's problems.
5. Juveniles supervised by Youth Attendants must be informed that what they communicate to the Attendant may be shared with the court and SRS.
6. Youth Attendants will maintain confidentiality concerning juveniles they supervise and anything that may be observed in a law enforcement center, if facility is located there.
7. Youth Attendants will completely fill out Admission/Release forms and Health forms on juveniles.
8. Youth Attendants will write a few notes on the Observation Log about the juvenile's attitude and behavior while on duty.
9. Youth Attendants will work up to eight hour shifts.
10. Youth Attendants will review, sign and understand discipline policies.
11. Youth Attendants will review and understand all other policies and procedures; i.e., disaster plans, medical emergencies, and how to summon help should a problem occur, such as a youth escaping or requiring medical attention.
12. Youth Attendants are considered part-time, temporary employees and are not eligible for county or state benefits.



BASIC RULES AND GUIDELINES FOR YOUTH ATTENDANTS

1. Attendants are responsible for the youth while he/she is in attendant care.
2. The Attendant's role is to be there, listen, and supervise.
3. Attendants must be the same sex as the youth being supervised.
4. Attendants must stay awake and alert.
5. Attendants should not be on duty for more than eight hours.
6. Confidentiality issues:
 - a. Make sure the youth understands that important issues they discuss with you will be shared with the court.
 - b. Do not tell anyone who the youth is or anything about the youth.
 - c. If you are in a law enforcement center do not report anything that you may observe there.
7. If the youth is a relative or friend and you feel uncomfortable supervising her/him, ask to call another attendant.
8. If a youth tries to leave the room, try to talk with him/her about the consequences of leaving. **DO NOT** try to bar the door or restrain the youth in any way.
9. If a youth becomes violent, has a drug reaction, leaves the room, or some other unusual incident occurs, the Attendant should notify law enforcement immediately.
10. Take time to think about the clothing that you are wearing and items that you are taking into the Attendant Care facility. Could these cause potential problems?
11. Attendants may be asked to dispense medication. Do not give any medication without approval of a doctor or nurse.
12. Make a few notes on the Observation Log about the youth's activities and behavior. This helps the court as well as the relieving Attendant.
13. Attendants are part-time, temporary, county employees. Attendants are not eligible for sick leave, vacation time, medical and other benefits of a full-time employee.
14. Each county has its own policies, procedures and guidelines. Please make sure you are familiar with them.



MAY, 1991

SAMPLE "VOLUNTEER" CONTRACT

This agreement by and between _____ County and _____, asserts the following understandings and agreements.

The County of _____ and the North Dakota Association of Counties, have entered into agreement for the use of the Statewide Detention Support Services Program. The purpose of the Program is to provide alternatives to jail for juvenile offenders who have been arrested and who are awaiting a hearing and/or placement, and the funding for this program has come from the North Dakota Department of Corrections, Division of Juvenile Services.

The County hereby retains _____ to provide services as an Attendant Care Worker.

The services will be consistent with the individual component description and the policies and procedures attached hereto, and incorporated into this contract by reference.

The attendant fully understands and expressly agrees that he/she is not an employee of the County, the North Dakota Association of Counties, or the State of North Dakota and that no income tax or social security will be withheld from payments. The Attendant Care Worker also understands that he/she has no rights to unemployment or workman's compensation as a contracted individual.

The Attendant Care Worker is not responsible for being available at any given time nor shall the County be responsible for providing work for the attendant.

The County shall, following submission of the appropriate forms and documentation, forward the documentation to the North Dakota Association of Counties for reimbursement, and make payment to the Attendant Care Worker at the rate designated for each individual component.

This contract can be terminated without cause upon fourteen days prior written notice by either party.

The terms and conditions of this contract are accepted and approved by the County and _____ as evidenced by the signatures below.

Appendix A

North Dakota



**SAMPLE CONTRACT
FOR
THE ATTENDANT CARE SERVICES**

This agreement by and between _____ County and _____ asserts the following understandings and agreements:

The County of _____ and the Minnesota Department of Corrections have entered into agreement for the use of Juvenile Detention Services subsidy funds. The purpose of the program is to provide funds to counties to establish alternatives to jail for juvenile delinquent offenders who have been arrested and who are awaiting a hearing and/or placement. Funding for this program has come from the Minnesota Department of Corrections, Community Service Division and Juvenile Justice Delinquency Prevention Act funds.

The County hereby retains _____ to provide services as an Attendant Care Worker. (name)

The services to be provided will be consistent with the individual component description and the policies and procedures attached hereto, and incorporated into this contract by reference.

The attendant fully understands and expressly agrees that he/she is not an employee of the County or the State of Minnesota and that no income tax or social security will be withheld from payments. The Attendant Care Worker also understands that he/she has no rights to unemployment or workman's compensation as a contracted individual.

The Attendant Care Worker is not responsible for being available at any given time unless agreed upon, nor shall the County be responsible for providing work for the attendant.

The County shall, following submission of the appropriate forms and documentation, make payment to the Attendant Care Worker at the rate designated for each individual detention subsidy program component. After payment has been made to the worker, the county will forward the documentation to the Minnesota Department of Corrections for reimbursement.

This contract can be terminated without cause upon fourteen days prior written notice by either party.

The terms and conditions of this contract are accepted and approved by the County and _____ as evidenced by the signatures below.

Attendant Care Worker

Local Project Coordinator

County

Date



DISCIPLINE POLICY FOR ATTENDANT CARE

Attendants are prohibited from using any disciplinary acts that would cause physical or emotional harm to juveniles.

Prohibited forms of punishment include:

1. Corporal punishment: hitting, beating, shaking
2. Verbal abuse: cursing, threats, derogatory remarks about the juvenile or the juvenile's family
3. Binding or tying to restrict movement
4. Enclosing in a confined space, such as a closet, locked room, box or similar cubicle
5. Denying meals, clothing and showers

The Attendant shall use no physical force to restrain a juvenile from leaving the attendant care facility but should attempt to have the juvenile remain through the use of various communication skills.

I have read and understand this policy.

Attendant's Signature

Date



SAMPLE TRAINING TOPICS

The following is a list of suggested training topics that could be covered in juvenile holdover staff training programs:

- Substance abuse
- Counseling techniques
- Domestic violence
- Crisis intervention
- Case planning
- Program description
- Juvenile justice system
- Continuum of detention system
- Relationship building with youth
- Assessing risk and responding
- Suicide
- Child abuse reporting
- Youth addiction issues
- Medical and mental health issues
- Self awareness
- First aid
- Communicable disease
- Sexually transmitted diseases
- Adolescent development
- Crisis intervention
- Conflict resolution
- Behavior management
- Problem solving
- Strength based needs assessment
- Worker safety
- Intake procedures
- Report writing
- Confidentiality
- Medication administration
- Discharge process with the parent
- CPR
- Referral and routing of paper work
- Program operating policy and procedures
- Family systems communication
- Restraint training
- Verbal de-escalation



SUGGESTED TRAINING TOPICS

- Interviewing techniques
- Substance abuse
- Counseling techniques
- Domestic violence
- Crisis intervention
- Case planning
- Program description
- Juvenile justice system
- Continuum of detention system
- Relationship building with youth
- Assessing risk and responding
- Suicide
- Child abuse reporting
- Youth addiction issues
- Self awareness
- First aid
- Communicable disease
- Sexually transmitted diseases
- Adolescent development
- Crisis intervention
- Conflict resolution
- Behavior management
- Problem solving
- Strength based needs assessment
- Worker safety
- Intake procedures
- Report writing
- Confidentiality
- Medication administration
- Discharge process with the parent
- CPR
- Referral and routing of paper work
- Program operating policy and procedures
- Family systems communication
- Restraint training
- Verbal de-escalation
- Medical needs assessment



(Sample)

MINNESOTA DEPARTMENT OF CORRECTIONS
JUVENILE JAIL REMOVAL PROJECT

Juvenile Care Attendant Workshop

Day 1

8:30 Welcome

 Introductions

 Course Overview

 Pre-Test

9:15 Introduction to the Minnesota Juvenile Jail Removal Project

10:00 Juvenile Justice system

11:00 Adolescent Development

12:00 Lunch

1:00 Chemical Dependency

2:00 Victims of Abuse

3:00 Suicide Prevention

4:00 Daily Evaluation and Close Out

Day 2

8:30 Evaluation Feedback

8:45 Interpersonal Communications – The Basics

10:00 Interpersonal Communications – The Add Ons

12:00 Lunch

1:00 Interpersonal Communications – The Add Ons, cont'd

2:00 Interpersonal Communications – Controlling Behavior

3:00 Interpersonal Communications – Practicum

Day 3

8:30 Evaluation Feedback

8:45 Supervision of Juveniles

 - Behavior Management

 - Crisis Intervention

12:00 Lunch

1:00 Health and Safety Issues

2:00 Report Writing

4:00 Final Examination

5:00 Close Out Certificate Presentation



INITIAL ATTENDANT CARE TRAINING

Provided by Lutheran Social Services of North Dakota

on behalf of the ND Association of Counties

DAY ONE

- 12:30pm - 1:00pm: Welcome, Overview and Involvement Exercise
- 1:00pm - 1:30pm: "North Dakota Statewide Juvenile Detention System"
- 1:30pm - 2:45pm: "Juvenile Justice System" - Juvenile Court
- 2:45pm - 5:00pm: "Relationship Building"
- 5:00pm - 5:45pm: DINNER (Provided)
- 5:45pm - 7:15pm: "Problem Solving with Youth"
- 7:15pm - 8:30pm: "Suicide - Assessing Risk & Responding"

=====

DAY TWO

- 8:00am - 9:30am: "Abuse & Neglect Reporting"
- 9:30am - 11:00am: "Youth Addiction Issues" - Dawn Cronin, AO - LSS/ND
- 11:00am - 12:00pm: "Self Awareness"
- 12:00pm - 12:45pm: LUNCH (Provided)
- 12:45pm - 2:30pm: "Behavior Management & Worker Safety"
- 2:30pm - 3:30pm: "Mock Intake / Search"
- 3:30pm - 4:00pm: "Wrap-up / Q & A"

=====

Although not designated, regular breaks will be taken throughout the 2 day session

ATTENDANCE VERIFICATION

Full Attendance: _____ YES _____ NO (Explain)

Trainer: _____



ATTENDANT CARE TRAINING

OVERALL PURPOSE:

Prepare Attendant Care providers to provide one-on-one supervision of youth in a non-secure setting.

LEARNING OBJECTIVES BY TOPIC AREA

WELCOME/PEOPLE SCAVENGER HUNT/RULE SETTING

Content: Introduction of trainers, introductory activity, rule setting involving the participants.

Learning Objectives:

- ◆ Participants will gain knowledge regarding fellow trainees and begin to become comfortable with the training setting by interacting with others.
- ◆ Participants will recognize the variety of life experiences fellow trainees bring to the workshop.
- ◆ Participants will develop a sense of investment in the training process by sharing ideas and developing ground rules.

HISTORY/WALKING IN THEIR SHOES

Content: Overview of the history of Attendant Care in Kansas, group role play depicting an example of a youth/family involved in the Attendant Care program.

Learning Objectives:

- ◆ Participants will understand how and why the Attendant Care program was developed.
- ◆ Participants will begin to develop an understanding of the life experiences of youth coming into care.

SELF ASSESSMENT

Content: Lecturette regarding the importance of understanding how our attitudes and behaviors affect others, group activity to help participants identify their “basic natures” and discuss the importance of flexibility in relation to the needs of youth in their care.

Learning Objectives:

- ◇ Participants will gain a clearer understanding of how our behaviors affect our interactions with others.
- ◇ Participants will recognize the value of managing one’s own behavior and reactions

ADOLESCENT EXPERIENCE

Content: Lecturette regarding adolescent development, review of how the adolescent experience has changed over time, and adolescent thinking. Group activity to give participants an opportunity to recall how it felt to be an adolescent.

Learning Objectives:

- ◇ Participants will understand how events, technology and the economy contribute to adolescents’ experiences.
- ◇ Participants will recognize the changes in adolescents’ experience over time.
- ◇ Participants will gain basic understanding of developmental issues of adolescents: cognitive, psychosocial, emotional, moral.
- ◇ Participants, through reflecting on their own adolescence, will gain an appreciation of the issues and needs of teens.
- ◇ Participants will be able to respond empathically to youth.

SHORT-TERM RELATIONSHIPS

Content: Brief pairs activity in which participants interview each other, discussion of short-term relationships vs. long-term relationships, brainstorm activities that can be done in the Attendant Care facility with youth, including how to meet basic needs of youth while in the facility.

- ◇ Participants will begin to develop an understanding of the parameters (both the possibilities and limitations) of their role, given the brief time available in the Attendant Care setting.

LISTENING

Content: Lectorettes regarding the value of active listening, developing connections with youth in crisis, importance of understanding non-verbal communication, group discussion/activities regarding non-verbal communication and active listening. Triad role plays to provide participants an opportunity to practice active listening with youth.

- ◆ Participants will gain awareness of the value of active listening when working with youth.
- ◆ Participants will be able to apply active/sensitive listening skills in their work with youth.
- ◆ Participants will understand the importance of building positive connections with the youth in their care.

COMMUNICATION

Content: Activity to provoke thinking about how we physically position ourselves in relation to youth in the Attendant Care setting has an impact on their comfort, responsiveness. Review of communication skills, "I-Messages".

Learning Objectives:

- ◆ Participants will understand the importance of clear communication in working with youth.
- ◆ Participants will understand the value of and be able to apply "I-messages" when needed in their work with youth.

ASSESSMENT OF TEEN RISK

Content: Lecturette regarding suicide, causes, incidence in youth; group activity to assess risk of suicide in written simulations.

Learning Objectives:

- ◆ Participants will gain an awareness of suicide issues as they relate to youth.
- ◆ Participants will be able to recognize signals that indicate a youth may be contemplating suicide.

CRISIS DE-ESCALATION

Content: Review of how crises can develop, productive ways to prevent or respond to crises, de-escalation of crises.

Learning Objectives:

- ◇ Participants will recognize the elements that contribute to crises in youth.
- ◇ Participants will develop strategies to de-escalate crises when working with youth.

DRUG/ALCOHOL ISSUES

Content: Lecturette, group discussion of drug and alcohol abuse issues, recognition of the impact of drug and alcohol use/abuse on families and youth.

Learning Objectives:

- ◇ Participants will gain an understanding of the effect of drug/alcohol use on youth and their families.
- ◇ Participants will gain an ability to respond more knowledgeably and objectively when working with youth involved in drug/alcohol use or who live in families where drug/alcohol abuse is an issue.

BEHAVIORAL OBSERVATIONS

Content: Review of policies, procedures, forms used in Attendant Care; discussion of the role of the Attendant Care provider in documenting information.

Learning Objectives:

- ◇ Participants will gain a clear understanding of the guidelines for youth in Attendant Care.
- ◇ Participants will acquire knowledge of the various forms and questionnaires utilized in Attendant Care.
- ◇ Participants will understand the importance of observation and logging in the Attendant Care setting.

Developed by Roxanne Emmert-Davis, Kansas Children's Service League, Feb. 1996.

TOPICAL OUTLINE
QUARTERLY TRAINING SESSIONS
ATTENDANT CARE WORKERS & TRACKERS

#1

1. North Dakota Human Service Delivery System (panel presentation of CSSB, HSC and private agency representatives)
2. Childhood Disorders
3. Children's Rights
4. Introduction to Reality Therapy

#2

1. Teen Stress
2. Abuse and Neglect
3. Runaways
4. Site Visits (local detention center, RTC, etc.)

#3

1. Grief and Loss/Adolescents
2. Domestic Violence in the Family
3. Teen Sexuality
4. Self-esteem

#4

1. CPR Refresher
2. Eating Disorders
3. Video - North Dakota State Penitentiary Inmates on Drugs and Alcohol
4. Cultural Awareness
5. Anger Control

#5

1. Search Procedures
2. Abuse/Neglect Reporting
3. Role-play Situations
4. "What Happens After Attendant Care?" (panel discussion)

#6

1. Inhalant Use
2. WDEP - A Strategy to Assist Clients in Making Value Judgments
3. Strategies for Juvenile Supervision Overview
4. Date Rape

#7

1. Teen Pregnancy
2. Adolescent Post-Adoption/Search Issues
3. Site Visits

#8

1. AIDS/HIV and Adolescents
2. Infectious Disease Control
3. Working with ADHD Kids
4. Effects and Impact of Sexual Abuse

#9

1. Gangs
2. Cults and Satanism
3. Positive Impact of Recreation
4. Co-dependency

#10

1. Step-families
2. Gay and Lesbian Adolescents
3. Juvenile Justice System

#11

1. Care of the Caregiver
2. ND Foster Care System
3. Resources Overview

#12

1. Conflict Resolution Skills for Teens
2. Depression in Adolescents
3. Working with Native American Youth

#13

1. Family Based Services Overview
2. Beyond Rescuing: Helping Kids Help Themselves
3. An Introduction to Gambling as an Addiction

#14

1. Juvenile Sex Offenders
2. Abuse/Neglect Reporting Review
3. Effects of Gambling on Children and Families

#15

1. A Family Systems Perspective on Troubled Youth
2. Law Enforcement Perspective on Juvenile Issues & Strategies for Intervention (panel discussion)
3. Focus Groups for Trackers and Attendant Care Workers
4. Site Visits

#16

1. Juvenile Justice Task Force Findings
2. Assets Mobilization: A Paradigmship
3. Refusal Skills for Youth
4. Drug and Drug Paraphernalia Identification Training

#17

1. Sexual Harassment and Teens
2. Talking with Kids About Alcohol

#18

1. Permanency Planning for Youth
2. Teaching Values Through Role Modeling
3. Psychotropic Meds and Kids
4. Smoking Cessation Tips for Kids

#19

1. STD's
2. Suicide
3. Teen Pregnancy

#20

1. Gangs
2. Introduction to Reality Therapy
3. Teaching Social Skills to Youth
4. PATH Overview

#21

1. Fostering Resiliency
2. Runaways
3. Partnership Project Overview

#22

1. Belief and Behavior Change Method

#23

1. Keys to Innervations

#24

1. Effects of Domestic Violence on Children
2. Gender Differences
3. Placement Options
4. Documentation Tips n' Tactics

#25

1. Connecting Through Creativity
2. Developmental Tasks and Milestones in Childhood and Adolescents
3. Helping People See Themselves as Capable

#26

1. ADHD/ADD
2. Twelve Step Programs
3. Helping People See Themselves as Significant

#27

1. GANGS: Information and Intervention

#28

1. Coping with Children's Reaction to Disaster
2. Teaching Life Skills to Youth
3. Developing Capable People (continued series)

#29

1. Taking Care of Me
2. Working with SED Youth
3. Gang Training Follow-up: Local Law Enforcement Perspective

#30

1. Please Pass the Problems
2. Suicide
3. Methamphetamine/Cultural Diversity

OUTLINE OF "DRUG AND ALCOHOL" PRESENTATION TO
ATTENDANT CARE WORKERS

INTRODUCTORY COMMENTS/INFORMATION

TIME: 1 HOUR & 30 MIN.

- | | | |
|---|--|--|
| INTRO-
DUCTION | I. Presenter
II. Topics | |
| LECTURETTE

how we react and relate | A. Content of training | 1. How adolescents are affected by alcohol and other drugs
2. How children are affected by parental use of alcohol and other drugs and other stressors |
| LECTURETTE | B. The importance of Attendant Care workers knowing this information | 1. Change of orientation and attitude toward drinking youth and alcohol in general
2. Be more effective in relating with youth and social service system as a referral source |
| LECTURETTE
OVERHEADS | C. Pervasiveness of issue | 1. Number of youth affected
2. Connection with youth crime
3. Social implications
a. Statistics on use
b. Statistics on children of using parents |

DISEASE CONCEPT OF ADDICTION

- | | | |
|-------------------------|--|--|
| | I. Importance of understanding the disease concept of addiction | |
| LECTURETTE | A. For the addict
B. For the family (children) of the addict
C. For those working with the addict and their family | 1. Acceptance of addict as ill person
2. Increases ability to assist compassionately and more effectively |
| LECTURETTE
OVERHEADS | II. Define and describe | A. Definitions of "drug," "disease," and "addiction"
B. Description of process |
| HANDOUT | | 1. Primary disease
2. Progressive disease
a. Symptoms ("V chart")
b. Differences between adult and adolescent processes
3. Chronic disease
4. Fatal disease |

"DRUG AND ALCOHOL" (Cont.)

- C. Effect of alcoholism on the individual and how that affects how they appear to Attendant Care workers
- D. Addiction process
 - 1. Stages of addiction
 - a. Learning the mood change
 - b. Seeking the mood change
 - c. Loss of control
 - d. Recovery or death choice
 - 2. Cross invisible lines between stages
 - 3. Addicted person is "last to know"
 - a. Delusional thought process
 - b. Prefrontal brain affected
 - c. Enabling system

LECTURETTE HANDOUT

- IV. Neurochemistry of addiction
 - A. Feeling Chart
 - 1. Pain - Normal - Pleasure
 - 2. Relate back to **progression** of disease
 - B. Brain structure and development
 - 1. Brain stem
 - 2. Mid brain
 - 3. Neocortex
 - C. Neuron structure/Nerve impulse and transmission
 - D. Neurotransmitters and "chemicals of competition"
 - E. Response of brain to drugs = Addiction

CHILDREN OF ALCOHOLICS AND OTHER HIGH-STRESS FAMILIES

TIME: 30 MIN.

- A. Family dynamics
 - 1. Definition of family
 - 2. Systems paradigm describing family
 - a. Define "systems"
 - b. Interrelationships among family members (mobile)

- B. Healthy and unhealthy families (functional/dysfunctional)
 - 1. Traits of a healthy family
 - 2. Spectrum of healthy - Unhealthy
 - a. Movement along spectrum
 - b. "Stuckness" due to stress

- C. Effects of stress and long term stress on families
 - 1. Changes in relationships due to stress
 - 2. Survival roles assumed by children in high stress families
 - 3. How children in different roles show up in the criminal justice system

- D. Family sculpture
 - 1. Victim
 - 2. Enabler
 - 3. Hero
 - 4. Lost child
 - 5. Mascot

- E. Caveats re: labeling and diagnosing

- F. Questions and Answers/Closure



MINNESOTA DEPARTMENT OF CORRECTIONS
JUVENILE JAIL REMOVAL PROJECT

Course Title: BASIC TRAINING FOR JUVENILE CARE ATTENDANTS

Lesson Title: BEHAVIOR OBSERVATION/REPORT WRITING

In your capacity as a Juvenile Care Attendant you will be required to be astutely alert to the behavior and attitude of the juveniles you supervise. Your observations and associated reports may become part of the evidence and documents that end up in front of a referee or judge.

As you may not be in court to explain your reports personally it is imperative that they be able to stand alone. They must be accurate, concise and factual. You certainly would not want a kids future to be damaged because you failed to take the time to correctly document their behavior while in your custody. Nor would you want a potentially dangerous kid released because you failed to report an incident.

At the end of this session you will be able to:

- 1) identify a Juvenile Detention Intake Decision Guideline Form;
- 2) identify an Attendant Care Admissions/Release Form;
- 3) identify an Attendant Care Health Checklist;
- 4) identify a Personal Property Form;
- 5) identify an Attendant Evaluation Log; and,
- 6) write an report describing a youths behavior in measurable observable terms.

Every commitment that enters your holding facility must thoroughly documented. This means that a kid's every activity, visit, meal, taking of medication, acting out behavior, sleeping habits, etc. must be observed and documented by you. The importance of this documentation can not be over emphasized. Your reports may end up in the hands of probation/parole officers, judges, referees, attorneys, and even legislators.

A. INTAKE DECISION GUIDELINE FORM

The documentation process begins as soon as a youth is considered for admission. At this point someone at the facility or juvenile authority must make the decision to detain the kid. This means that they will not be released, but rather detained in the jail were it not for the

existence of the holding facility.

At his point this responsible person must complete the Juvenile Detention Intake Decision Guideline Form. This form documents who the youth is that is being detained and the reason for the detention. By statute counties can only be reimbursed for expenses if :

1. _____
2. _____
3. _____
4. _____

The form also provides for the notification of parents and the juvenile regarding the circumstances surrounding the detention.

B. Attendant Care Admissions/Release Form

This form is used to document that the youth has been admitted to the holding facility. It identifies the youth, the charges, and their behavior and appearance upon admission or release. The form you use in your jurisdiction may differ, but a similar form must be completed and maintained.

C. Attendant Care Health Checklist

This form facilitates the attendant health interview with the youth. It is designed to identify any significant health problems the kid may be experiencing. Additionally a suicide risk questionnaire should also be completed (Refer to session conducted on suicide). In the event that during this interview you identify any significant health issues, medical staff should be contacted immediately.

D. Personal Property Form

Any youth admitted to your facility should be required to change into a facility provided uniform (usually a jump suit). Everything that they were wearing or had in their possession at the time of detention must be collected, inventoried and secured until their release.

The Personal Property Form enables you to document what they had and the disposition of each. Some items may be released to the youth's parents and must be documented. Be careful to describe each item carefully, so that it is easily identified when returned to the kid.

E. Attendant Evaluation Log

This log must be filled out at the time of admission and maintained throughout the youths stay in the facility. It provides each attendant with valuable information regarding the youth's history and current behavior. Every program, activity, unusual behavior must be logged in chronological order in Section VI. Your jurisdiction may use a daily log for this purpose which is acceptable. You should document the activity, time, and place as they happen. This includes, meals, sleep, games playing, exercise, visits, interviews, etc. If you are ever in doubt about whether or not an occurrence should be documented -just do it!

F. Behavior Observation Reporting

Occasionally you will be faced with a situation or behavior that does not seem to fit on the log. It may be something that the youth said or did that causes you alarm or maybe someone else has asked you for a report regarding an incident.

In these cases you will need to provide a more detailed account of the incident or behavior than is practical to do on the log. Behavior observation and recording are critical elements of your role as a Care Attendant.

In order to produce a meaningful : "behavior observation" report you must accomplish two elements:

1. _____
2. _____

As you have already mastered observation skills in the earlier session on Interpersonal Communications, we are going to concentrate on the writing skills.

Writing Observation Reports

A behavioral observation report is nothing more than words describing behavior. This means that we must be able to describe what we have observed with our senses, while not contaminating this observable data with what we think or infer.

Most of us do not describe behavior well enough so that others can picture in their mind what happened. However, that is what you need to do when writing an observation report.

As an example of the difference that a behavioral description can make, let us suppose that you note in the file that during your shift the youth was "rude", or that a youth did not care about another kids

feelings. After reading these entries, I am left with absolutely no idea of what happened. However, if you note that during your shift the youth interrupted you when you were speaking with a juvenile probation officer or that the youth had watched a TV channel even though another kid had expressed his dislike of the show, I am provided with a much better picture of what happened.

Let's review a list of behavioral observation notes and determine which are valid and which are not.

1. Joe had a good attitude this evening.
2. Ken is very hostile toward authority.
3. Jim said nothing when Donna criticized the shirt he was wearing.
4. Tim ate nothing at lunch. He sat at the table and read a book during the meal.
5. During the art activity, Doug hit the table with his fist because he had a good idea.
6. Barb was somewhat apprehensive about her court appearance this afternoon.
7. When told that his parents had called to say that they would be out to visit this afternoon, John said nothing, went to sit in a chair in the corner, and turned away when I approached him.

Helpful Hints

1. Avoid using terminology that may mean different things to different people. Avoid using jargon or slang.
2. Use simple common language and words. Avoid complicated "phraseology".
3. Observation reports are not gripe sheets. Just report the facts, not your feelings about them.
4. Recording opinion and hunches can be helpful, but they should be clearly identified as such.



TEENS IN DISTRESS

Teen Suicide

HE-FS-2818 1985

Joyce Walker, 4-H Youth Development
Joanne Parsons, Office of Special Programs

Suicide is not a thought or action that will go away if ignored. Today, teenagers read about suicide. They talk about it with their friends. They see it on TV. In a study of 2,200 young people in southwestern Minnesota, 58 percent indicated that they know someone in their school who has thought of suicide. It is important that adults and young people know what to do—and what not to do—when confronted by a person they know is seriously depressed or contemplating suicide. One of the best prevention strategies is open and sensitive discussion of the symptoms, warning signs, and myths surrounding suicide.

This publication provides the following information for adults who work with youth:

1. statistical data about the prevalence of teen suicide
2. high risk groups
3. patterns of self-destruction
4. "danger signals" associated with teen depression and suicide
5. positive actions that caring adults can take when they are confronted with a depressed or potentially suicidal young person.

THE RATE OF YOUTH SUICIDE HAS INCREASED

- Following accidents and homicides, suicide is the third major cause of death for young people ages 15 to 19. It is the tenth major cause of adult death. Each year in the United States, approximately 5,000 young people age 24 and younger commit suicide.
- Between 1955 and 1975, the suicide rate for teens tripled.
- Two-thirds of all youth suicides occur with youth ages 18 to 24, 30 percent in the 14 to 17 age group, and approximately 8 percent in children younger than 14.
- White male teen suicides have increased 47 percent since 1970, compared to a 13 percent increase for white females. In 1978 the ratio of male to female suicide completions was more than 4-to-1.
- It is estimated that suicide attempts have increased 400 percent since 1972. There are as many as 50 to 100 suicide attempts for every young person who completes suicide.
- Girls are four to eight times more likely to attempt suicide, but boys succeed more often because they use more violent means. Nationally, the dominant method of suicide for males is handguns; for females, it is drug overdose. Since 1975, there has been a significant trend for girls to use self-destructive methods more similar to males. In North America, 45 to 55 percent of completed youth suicide is attributed to firearms. The second most frequent method is hanging, followed by drug overdose. Carbon monoxide

poisoning, jumping from high places or in front of moving vehicles, and drowning are the next most frequent.

- Youth suicide occurs much more often in the late fall, winter, and early spring. Adults commit suicide most often in late spring. Self-destructive behavior in youth most often occurs in the afternoon and evening hours, while adult suicide occurs primarily in early morning hours before dawn.
- Thirty percent of high-school-age suicides are school dropouts; more college students take their own lives than do non-college youth. Suicide is the second leading cause of death for college students.
- Suicide is seriously underreported. Many single motor car accidents may, in fact, be suicides.

MISLEADING MYTHS ABOUT SUICIDE

A number of myths have arisen concerning suicide. It is important to recognize these myths and to realize that there is very little evidence to support them.

It is not true that...

- People who talk about suicide never do it.
- Suicide happens without warning.
- All suicidal people are fully intent on dying.
- Suicide strikes rich people more often than poor.
- Improvement after an attempt means that the risk is over.
- All suicidal individuals are mentally ill.
- A suicide attempt is seldom repeated.
- The chances of suicide can be reduced by avoiding the subject.

HELPLESSNESS, HOPELESSNESS, AND EMOTIONAL ISOLATION UNDERLIE TEEN SUICIDE

There is no clear set of conditions or events associated with youth suicide. Many writers and researchers attribute suicide to the accumulation of stressful changes and unresolved events that build up over time. This leads to feelings of *overwhelming helplessness, hopelessness, and emotional isolation.*

In *Coping With Teenage Depression: A Parents' Guide*, Kathleen McCoy quotes a number of researchers and authorities on the characteristics of suicidal teens.

- Most suicidal teens had an inordinate amount of stress within the preceding 12 months; their homes were highly stressful, often characterized by divorce, remarriage, and marital discord.
- A high incidence of drug and alcohol abuse by the parents of the teens is common; chemical abuse is often taken on by the youth.
- Some teens become distressed when they have suffered a great loss—the death of a grandparent or parent, the break-up of a significant relationship, or the loss of a pet.
- Absence of family communication and overall isolation from peers and other adults can cause a young person to become despondent.

- Long pattern of success and achievement followed by a perceived failure, especially if the youth believes that parental approval and love is contingent on achievement, can profoundly affect a youth.

No one of these factors alone brings about suicidal behavior. When they occur in combination, they can be dangerous.

(McCoy, p. 254)

A 1984 Minnesota study of adolescent and young adult suicides in Hennepin and Ramsey counties (Gerberich) indicated that the patterns associated with the suicides included: isolation loneliness (39 percent), family interaction problems (28 percent), social interaction problems (24 percent), break-up with a significant other (24 percent); and minor violations of the law (11 percent).

DANGER SIGNALS

According to a joint statement by the American Academy of Child Psychiatry and the American Psychiatric Association, the danger signals usually associated with teen depression and suicide include:

- noticeable change in eating and sleeping habits;
- withdrawal from friends and family and from regular activities;
- persistent boredom;
- decline in the quality of school work;
- violent or rebellious behavior;
- running away;
- drug and alcohol abuse;
- unusual neglect of personal appearance;
- difficulty concentrating;
- radical personality change;
- complaints about physical symptoms, such as stomach aches, headaches, and fatigue;
- verbal comments such as "I won't be a problem much longer" or "It's no use"; and
- a sudden, forced cheerfulness after a period of depression.

DISTINGUISHING SUICIDAL BEHAVIOR AND NORMAL ADOLESCENT BEHAVIOR

Adolescence can be a turbulent and rebellious time. Teens often go through phases of defiant behavior as part of the process of separating from parents and increasing their independence. These young people may also exhibit anger, moodiness, or withdrawal in reaction to a traumatic event such as the break-up with a boyfriend or girlfriend, or failure to make the team. What makes this different from the danger signals related to depression and suicide?

The difference between "normal" adolescent rebellion and serious depression is based on the time, degree, and amount of deviation from the youth's usual personality and behavior. McCoy (pp. 42-43) suggests asking the following questions:

How frequent and intense is this rebellious behavior?

Teens frequently go through temporary phases of rebellion. If a teen is routinely angry, is persistently unable to get along with anyone in the family, is often or regularly drunk or stoned, he or she may need help.

How long has this been going on? Rebellious behavior of teens is usually limited in time as well as scope. If this behavior is consistent, intense, and continues over several weeks or months, consider it potentially dangerous.

Is the behavior change drastic for this teen? Most changes are usually not drastic, but rather develop over time as the teen increasingly begins preferring peers and differing with parents. When behavior changes come with no warning and are drastically out of character, it is time to respond.

INTERVENTION AND PREVENTION

Never agree to keep the discussion of suicide with a teen a secret. Be honest. Agree to give help and support in getting professional help, but not to keep a secret. Acknowledge that eventually their parents will have to know. Say something like, "We can decide what needs to be done, but your parents will have to know." Offer to help find professional help and follow through with the referral.

If danger is imminent, call the police. A young person over age 18 has the right to refuse treatment but will generally cooperate if you are clear that you will see it through with them.

Prevention can take many forms. Make certain homes are free of lethal agents such as guns and excessive amounts of medication. Keep an emetic close to medications so that vomiting can be induced quickly. Individually wrapped pills are preferable to large bottles of loose pills.

There are other preventive measures more long term in nature:

Demystify the "secret." Teach young people that they must not agree to confidentiality where suicide is a possibility.

Talk about suicide openly. Give people a chance to discuss it and voice their thoughts and questions. Don't be afraid to acknowledge that people talk and think about suicide. Candid discussions are particularly important if there has been a teen suicide in the community. Getting the subject out in the open generally lowers anxiety. Always include specific places where help can be reached so that isolated and troubled youth have concrete information at hand.

Let people know about local hotline telephone numbers and crisis intervention services. Young people should know that such resources exist locally. Make clear that there is no shame in seeking help. Stoically keeping the problems inside is not a healthy answer.

Risk getting involved. Trust your instincts. If you suspect suicidal thoughts or behavior, ask the person directly if they are considering self-destructive actions. Don't avoid the topic or wait silently for them to come to you. You may feel you are being nosey—a person in need will feel your care.

Be alert to the teen's feelings. Teen problems are those perceived by the young person: failing to achieve a goal, feeling unattractive, feeling unloved, fearing competition and failure, feeling guilty for the problems of others, breaking up a meaningful relationship. Do not judge the severity of a problem by an adult standard but by the teen's perception of the problem.

Model healthy behavior and positive problem-solving approaches. When suicide is the subject of television programs or films, view them with the young person. Use them as a trigger for discussion of appropriate and effective ways to deal with stress and depression.

Provide opportunities for group support. Enable teens to share their problems. Peer counseling has proven successful in school prevention programs.

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- American Psychiatric Association. *Facts About Teen Suicide*. New York: March 1985.

PRE-TEST

A score of 80% or better indicates that your present knowledge of the material is already at a high level. You will be the only person keeping score.

Read the questions carefully and check the appropriate box for true or false.

The following conditions increase the risk of successful suicide.

True	False	
_____	_____	1. Depression
_____	_____	2. Psychosis (schizophrenia, for example)
_____	_____	3. Alcoholism
_____	_____	4. Drug-induced delirium (clouded consciousness)
_____	_____	5. Chronic physical illness
_____	_____	6. Gonorrhea
_____	_____	7. Being male
_____	_____	8. Being female
_____	_____	9. Youth
_____	_____	10. Old age
_____	_____	11. Adult and married
_____	_____	12. Adolescent and married
_____	_____	13. Separated
_____	_____	14. Divorced
_____	_____	15. Widowed
_____	_____	16. Homosexuality
_____	_____	17. Protestant
_____	_____	18. Jewish
_____	_____	19. Catholic
_____	_____	20. Physicians (especially psychiatrists)
_____	_____	21. Enrolled in a large university
_____	_____	22. Hanging or jumping as a method of choice
_____	_____	23. Firearms as a method of choice
_____	_____	24. Family history of suicide
_____	_____	25. Spring

THE MYTHOLOGY OF SUICIDE

- 1) MYTH - People who talk about killing themselves rarely commit suicide.
FACT - Most people who commit suicide have given some verbal clue or warning of their intentions.
- 2) MYTH - The tendency toward suicide is inherited and passed from generation to generation.
FACT - Although suicidal behavior does run in families, it does not appear to be transmitted genetically.
- 3) MYTH - The suicidal person wants to die and feels that there is no turning back.
FACT - Suicidal people are usually ambivalent about dying and frequently will seek help immediately after attempting to harm themselves.
- 4) MYTH - All suicidal people are deeply depressed.
FACT - Although depression is often closely associated with suicidal feeling, not all people who kill themselves are obviously depressed. In fact, some suicidal people appear to be happier than they've been in years because they have decided to "resolve" all of their problems by killing themselves. Also, people who are extremely depressed usually do not have the energy to kill themselves.
- 5) MYTH - There is no correlation between alcoholism and suicide.
FACT - Alcoholism and suicide often go hand in hand. Alcoholics are prone to suicidal behavior and even people who don't normally drink will often ingest alcohol shortly before killing themselves.
- 6) MYTH - Suicidal people are mentally ill.
FACT - Although many suicidal people are depressed and distraught, most of them could not be diagnosed as mentally ill; perhaps only about 25 percent of them are actually psychotic.
- 7) MYTH - Once someone attempts suicide, that person will always entertain thoughts of suicide.
FACT - Most people who are suicidal are so for only a very brief period once in their lives. If the attempter receives the proper assistance and support, he will probably never be suicidal again. Only about 12 percent of the attempters later kill themselves.
- 8) MYTH - If you ask someone about his suicidal intentions, you'll only be encouraging him to kill himself.

- FACT - Actually the opposite is true. Asking someone directly about suicidal intent will often lower his anxiety level and act as a deterrent to suicidal behavior by encouraging the ventilation of pent-up emotions through a frank discussion of his problems.
- 9) MYTH - Suicide is quite common among the lower class.
- FACT - Suicide crosses all socioeconomic distinctions and no one class is more susceptible to it than another.
- 10) MYTH - Suicidal people rarely seek medical attention.
- FACT - Research has consistently shown that about 75 percent of suicidal people will visit a physician within the month before they kill themselves.
- 11) MYTH - Suicide is basically a problem that is limited to the young.
- FACT - Suicide rates rise with age and reach their highest levels among white males in their seventies and eighties.
- 12) MYTH - When a depressed person improves, there is no longer any danger of suicide.
- FACT - The greatest danger of suicide exists during the first three months after a person recovers from a deep depression. A "miraculous recovery" from one day to the next for no apparent reason may be a significant danger signal.
- 13) MYTH - Suicide is a spontaneous activity that occurs without warning.
- FACT - Most suicidal people plan their self-destruction in advance and then present clues indicating that they have become suicidal.
- 14) MYTH - Because it includes the Christmas season, December has a high suicide rate.
- FACT - There is no rash of suicides at Christmas and December has the lowest suicide rate of any month.
- 15) MYTH - Suicide is a recent phenomenon.
- FACT - Suicides occurred even in Biblical times (e.g., Judas, Samson, Saul, etc.).
- 16) MYTH - Because they don't like to disfigure themselves, women seldom use guns to commit suicide.
- FACT - Guns are used more often by women who take their own lives than are drugs.

SUICIDE WARNING SIGNS

A. General Warning Signs

1. Acting Out: aggressive, hostile behavior, sexual promiscuity
2. Alcohol and Drug Abuse
 - a. Almost 50% were drunk or high before suicide
 - b. 85% of attempters were drunk or high before attempt
3. Passive Behavior - Lethargy
4. Changes in Eating Habits
5. Changes in Sleeping Habits
6. Fear of Separation

B. Specific Warning Signals

1. Abrupt Changes in Personality
2. Sudden Mood Swings
3. Risky Behavior
4. Decreased Interest in School and Poor Grades
5. Inability to Concentrate
6. Loss or Lack of Friends

C. Final Distress Signals

1. Loss of an Important Person or Thing
2. Hopelessness
3. Obsession with Death, Suicidal Talk
4. Making a Will, Giving Away Prized Possessions

DETERMINING SUICIDE POTENTIAL

EXERCISE

The more information you have, the easier it is to determine who may be potentially suicidal and how serious a person may be who is thinking about or threatening to commit suicide. Unfortunately this information is not always obvious unless we know the signs.

Using the scale below, rate the seriousness of the suicide potential for each of the following situations.

One 2 3 4 five 6 7 8 9 ten

least serious)

(moderate)

(most serious)

Choose the number that best corresponds to the risk involved and write it in the space provided after each situation. Take no more than 10 minutes to complete this exercise.

1. Sam, 14 years old, is just barely passing his subjects. His performance started to decline four months ago when his parents divorced. This was also the time he began drinking beer but always at home, alone, when his mother was gone. The second time his mother caught him she took him to a counselor. Subsequently his father also talked with him. Sam was always willing to talk, although he listened more than he talked to them.

His parents and the counselor were concerned, but because Sam managed not to create problems for other kids in school and kept his drinking confined to the house, they felt with a little more time he would adjust; after all, they reasoned, the problem was obviously caused by the divorce. They decided not to pressure him for change for fear of alienating him but agreed an occasional talk might be helpful until this temporary problem passed.

RATING _____

2. "My mother makes me so mad," Sheila told her girlfriend. "I just feel like hanging myself in her bedroom, so she'd never forget what she did to me."

"Yeah, wouldn't that be a kicker," Theresa said jokingly.

RATING _____

3. Joe was a good student, a decent boy. Two weeks ago he failed to make the basketball team. Like a good kid he joked about it. "Win some, lose some," he said.

One week ago, his girlfriend of four months broke off their relationship for someone else. "There are plenty of others out there," he told his friend. "When have you seen me without two girls," he quipped with confidence. It was true. There was always someone. His father called him a resilient kid. Mother called him mature. His friends admired his spirit. Yesterday, Joe came to school with some of the records and sci-fi books he collected over the years and gave them away to friends. "I don't need them anymore," he said. "You guys enjoy them."

"If only all the kids were like Joe," one of the teachers commented in the teachers' lounge later that day.

RATING _____

4. Susie is clearly depressed. She even looks sad. "Everyone would just be better off without me," she tells a friend. "Don't be silly. It'll get better, Susie. Remember, that's what you told me last year when I was having a hard time."

RATING _____

5. Steve was always hard to handle. The past two months he kept his fights confined to kids his own age. This past week, however, he turned on his father twice for some stupid reason he couldn't remember. His dad wasn't a man of words until this last fight. "I've had it with you, kid. You try that shit again and mother or no mother, you're out of this house for good."

RATING _____

6. Gail is an 18-year-old, average student. The past few weeks she has been sent to the school nurse for headaches. At other times the teacher has noticed her daydreaming. When Gail is asked if something is wrong, she says, "Oh nothing. I'm O.K."

RATING _____

7. There's been a lot of trouble at Jake's home. After school one night he takes up his friends' offer to smoke some weed. It gets him talking. "My old lady and old man don't give a shit about me. All they care about is themselves," he tells his buddies. "If it weren't for the kid, I would have been gone years ago," he heard his mother yell to his father while they were fighting last night. He tells his friends this and they tell him all parents are like that.

Jake says he feels he just can't take anymore. One of his friends knows his dad is a hunter and has guns in the house. He is alert enough to get serious and walks home with Jake to talk with him. Jake promises not to do anything dumb. "They ain't worth it," his friend tells him. "I know," Jake says, "besides I hate guns. I'll be okay," he reassures his friend. "My parents are taking off on vacation for a week. Really, I'll be okay."

RATING _____

8. Claude had a period when everything seemed to go wrong. School was hard for him but he was making progress. He had made a few indirect references about dying during this time but never acted on it. He was now finally coming out of it and had started participating in different activities and taking an interest in friends again.

RATING _____

9. Pat's father is a city executive. His mother works for I.B.M. Pat is the only boy. He has two sisters already in college; one in law and the other in engineering. He's on his way to college next year after being an honor student all four years. He definitely is not a "jock" but is a "whiz" with computers. He's not anti-social, but preoccupied with his studies. Most of his time is spent at home where his parents see to it that he has all the time he wants to study.

In return for his dedication they see to it he doesn't have to worry about chores or earning money. "That kid of ours is going places," his father tells his mother.

RATING _____

10. Jason was eight years old. He had recently been punished by his mother for starting a fire in the garage. His mother was now dating a man who had two well-behaved young sons from his previous marriage. Jason didn't like this man or his sons, but couldn't tell his mother why. She had taken care of Jason by herself for three years. Her frustration got the best of her last night and she exploded. Jason ran away. He was found four hours later but would not talk.

RATING _____



SIMPLISTIC WAYS OF REMEMBERING SERIOUS ISSUES IN SUICIDE

In assessing the potential lethality of a youth's suicide plan, the SLAP method provides a good format:

S - specificity of detail - has the youth progressed from generalized thoughts of dying to specific formulation of where, when, and how.

L - lethality of method - consideration of how likely the method is to take the youth's life and the time span between the use of the method and death, e.g. use of a gun is more immediate than most pills.

A - availability of means - does the youth have ready access to the means or must it be purchased, prescribed, borrowed, or stolen.

P - provision for rescue - does the plan leave room for rescue by a family member or friend or does the plan seclude the youth, thereby, reducing chance of rescue.

Even with this method or more formalized instruments to assess suicide potential, the most reliable method may still be your individual SCARE SCORE. That is, are the hairs standing up on the back of your neck as you talk to the youth.

REMEMBER: In the business of assessing suicide risk, there is only one acceptable mistake - that of being more concerned than you needed to be! That mistake can always be corrected.



CHAPTER 50-25.1
CHILD ABUSE AND NEGLECT

EFFECTIVE: 01-01-91

50-25.1-01. Purpose. It is the purpose of this chapter to protect the health and welfare of children by encouraging the reporting of children who are known to be or suspected of being abused or neglected; the providing of adequate services for the protection and treatment of abused and neglected children and to protect them from further harm; the identifying of the cause of children's deaths, where possible; the identifying of those circumstances that contribute to children's deaths; and the recommending of changes in policy, practices, and law to prevent children's deaths.

50-25.1-02. Definitions.

1. "A person responsible for the child's welfare" means the child's parent, guardian, or foster parent; an employee of a public or private school or nonresidential child care facility; an employee of a public or private residential home, institution, or agency; or a person responsible for the child's welfare in a residential setting.
2. "Abused child" means an individual under the age of eighteen years who is suffering from serious physical harm or traumatic abuse caused by other than accidental means by a person responsible for the child's welfare, or who is suffering from or was subjected to any act involving that individual in violation of sections 12.1-20-01 through 12.1-20-08.
3. "Assessment" means a factfinding process designed to provide information that enables a determination to be made that services are required to provide for the protection and treatment of an abused or neglected child.
4. "Department" means the department of human services or its designee.
5. "Harm" means negative changes in a child's health which occur when a person responsible for the child's welfare:
 - a. Inflicts, or allows to be inflicted, upon the child, physical or mental injury, including injuries sustained as a result of excessive corporal punishment; or
 - b. Commits, allows to be committed, or conspires to commit, against the child, a sex offense as defined in chapter 12.1-20.
6. "Institutional child abuse or neglect" means situations of known or suspected child abuse or neglect where the person responsible for the child's welfare is an employee of a residential child care facility, a treatment or care center for mentally retarded, a public or private residential educational facility, a maternity home, or any residential facility owned or managed by the state or a political subdivision of the state.
7. "Local child protection team" means a multidisciplinary team consisting of the designee of the director of the regional human service center, together with such other representatives as that director might select for the team with the consent of the director of the county social service

board. All team members, at the time of their selection and thereafter, must be staff members of the public or private agencies they represent or shall serve without remuneration. An attorney member of the child protection team may not be appointed to represent the child or the parents at any subsequent court proceeding nor may the child protection team be composed of fewer than three members. The department shall coordinate the organization of local child protection teams on a county or multicounty basis.

8. "Neglected child" means a deprived child as defined in chapter 27-20.
9. "Protective services" includes services performed after an assessment of a report of child abuse or neglect has been conducted, such as social assessment, service planning, implementation of service plans, treatment services, referral services, coordination with referral sources, progress assessment, monitoring service delivery, and direct services.
10. "State child protection team" means a multidisciplinary team consisting of the designee of the department and, where possible of a physician, a representative of a child-placing agency, a representative of the state department of health, a representative of the attorney general, a representative of the superintendent of public instruction, a representative of the department of corrections and rehabilitation, one or more representatives of the lay community, and, as an ad hoc member, the designee of the chief executive official of any institution named in a report of institutional abuse or neglect. All team members, at the time of their selection and thereafter, must be staff members of the public or private agency they represent, or shall serve without remuneration. An attorney member of the child protection team may not be appointed to represent the child or the parents at any subsequent court proceeding nor may the child protection team be composed of fewer than three persons.

50-25.1-03. Persons required and permitted to report - To whom reported.

1. Any physician, nurse, dentist, optometrist, medical examiner or coroner, or any other medical or mental health professional, religious practitioner of the healing arts, schoolteacher or administrator, school counselor, addiction counselor, social worker, day care center or any other child care worker, police or law enforcement officer, or member of the clergy having knowledge of or reasonable cause to suspect that a child is abused or neglected, or has died as a result of abuse or neglect, shall report the circumstances to the department if the knowledge or suspicion is derived from information received by that person in that person's official or professional capacity. A member of the clergy, however, is not required to report such circumstances if the knowledge or suspicion is derived from information received in the capacity of spiritual adviser.
2. Any person having reasonable cause to suspect that a child is abused or neglected, or has died as a result of abuse or neglect, may report such circumstances to the department.

50-25.1-03.1. Photographs and x-rays. Any person or official required to report under this chapter may cause to be taken color photographs of the areas of trauma visible on a child who is the subject of a report and, if indicated by

medical consultation, cause to be performed a radiological examination of the child without the consent of the child's parents or guardian. All photographs taken pursuant to this section must be taken by law enforcement officials, physicians, or medical facility professionals upon the request of any person or official required to report under this chapter. Photographs and x-rays taken, or copies of them, must be sent to the department or the department's designee at the time the initial report of child abuse or neglect is made or as soon thereafter as possible.

50-25.1-04. Method of reporting. All persons mandated or permitted to report cases of known or suspected child abuse or neglect shall immediately cause oral or written reports to be made to the department or the department's designee. Oral reports must be followed by written reports within forty-eight hours if so requested by the department or the department's designee. A requested written report must include information specifically sought by the department if the reporter possesses or has reasonable access to that information. Reports involving known or suspected institutional child abuse or neglect must be made and received in the same manner as all other reports made under this chapter.

50-25.1-04.1. State child protection team - How created - Duties.

1. The department shall name the members of the state child protection team. The members must be appointed for three-year staggered terms. The member who represents the department shall serve as presiding officer and is responsible for the transmittal of all team reports made pursuant to this chapter. The presiding officer shall set meetings for the purposes of fulfilling the duties set forth in sections 50-25.1-02 and 50-25.1-04.
2. Under procedures adopted by the team, it may meet at any time, confer with any individuals, groups, and agencies, and may issue reports or recommendations on any aspect of child abuse, neglect, or death resulting from abuse or neglect it deems appropriate. All reports or recommendations issued are subject to section 50-25.1-11, except that the team shall make available information reflecting the disposition of reports of institutional child abuse, neglect, or death resulting from abuse or neglect, where the identity of persons reporting, and of the children and parents of children involved, is protected.
3. In every case of alleged institutional child abuse or neglect, the state child protection team shall make a determination that child abuse or neglect is or is not indicated. Upon a determination that institutional child abuse or neglect is indicated, the state child protection team promptly shall make a written report of the determination. When the subject of the report is a state-operated institution, the state child protection team promptly shall notify the governor of the determination.

50-25.1-04.2. Child fatality review panel. The state child protection team shall serve as a child fatality review panel. The department shall appoint a peace officer licensed in the state, a mental health professional, and any other person as appropriate to assist the panel in the performance of its duties. The department, in coordination with the state department of health, shall adopt rules for the operation of the panel. Panel members are not entitled to compensation or reimbursement of expenses for service on the panel.

50-25.1-04.3. Child fatality review panel - Duties. The child fatality review panel shall meet at least semiannually to review the deaths of all minors which occurred in the state during the preceding six months and to identify trends or patterns in the deaths of minors. The panel shall promote:

1. Interagency communication for the management of child death cases and for the management of future nonfatal cases.
2. Effective criminal, civil, and social intervention for families with fatalities.
3. Intervention and counseling of surviving and at-risk siblings, and offer the same.
4. Interagency use of cases to audit the total health and social service systems and to minimize misclassification of cause of death.
5. Evaluation of the impact of specific risk factors including substance abuse, domestic violence, and prior child abuse.
6. Interagency services to high-risk families.
7. Data collection for surveillance of deaths and the study of categories of causes of death.
8. The use of media to educate the public about child abuse prevention.
9. Intercounty and interstate communications regarding child death.
10. Use of local child protection team members as local child fatality review panelists.
11. Information that apprises a parent or guardian of the parent's or guardian's rights and the procedures taken after the death of a child.

50-25.1-04.4. Child fatality review panel - Access to records. Upon the request of a coroner or the presiding officer of a child fatality review panel, any hospital, physician, medical professional, medical facility, mental health professional, or mental health facility shall disclose all records of that entity with respect to any child who has or is eligible to receive a certificate of live birth and who has died. The person submitting the request shall reimburse the disclosing entity for the actual costs of assembling and disclosing the information.

50-25.1-04.5. Child fatality review panel - Confidentiality of meetings, documentation, and reports. Notwithstanding section 44-04-19, all meetings of the panel are closed to the public. Notwithstanding section 44-04-18, all documentation and reports, except for an annual report, of the panel are confidential. The panel shall make available to the persons designated in section 50-25.1-11 the documentation and reports of the panel.

50-25.1-05. Assessment. The department, in accordance with rules adopted by the department, immediately shall initiate an assessment, or cause an assessment, of any report of child abuse or neglect including, when appropriate, the assessment of the home or the residence of the child, any school or child care facility attended

by the child, and the circumstances surrounding the report of abuse or neglect. If the report alleges a violation of a criminal statute involving sexual or physical abuse, the department and an appropriate law enforcement agency shall coordinate the planning and execution of their investigation efforts to avoid a duplication of factfinding efforts and multiple interviews. The department or appropriate law enforcement agency may interview, without the consent of a person responsible for the child's welfare, the alleged abused or neglected child and any other child who currently resides or who has resided with the person responsible for the child's welfare or the alleged perpetrator. The department or law enforcement agency may conduct the interview at a school, child care facility, or any other place where the alleged abused or neglected child or other child is found.

50-25.1-05.05. Interviews on school property. The department or appropriate law enforcement agency shall notify the school principal or other appropriate school administrator of its intent to conduct an interview on school property pursuant to section 50-25.1-05. The school administrator may not disclose the nature of the notification or any other related information concerning the interview to any person, including a person responsible for the child's welfare. The school administrator and department or law enforcement agency shall make every effort to reduce the disruption of the educational program of the child, other students, or school staff when an interview is conducted on school property.

50-25.1-05.1. Services required - How determined. Upon completion of the assessment of the initial report of child abuse or neglect, a decision must be made whether services are required to provide for the protection and treatment of an abused or neglected child.

1. This determination is the responsibility of the department.
2. A decision that services are required may not be made where the suspected child abuse or neglect arises solely out of conduct involving the legitimate practice of religious beliefs by a parent or guardian. This exception does not preclude a court from ordering that medical services be provided to the child where the child's life or safety requires it or the child is subject to harm or threatened harm.

50-25.1-05.2. Report to the court - Entry of report in the child abuse information index.

1. Upon a decision that services are required, the department promptly shall make a written report of the decision to the juvenile court having jurisdiction in the matter.
2. The department promptly shall file a report of a decision that services are required under this section in the child abuse information index.

50-25.1-05.3. Disposition of reports implicating a person not responsible for the child's health or welfare. Upon determination by the department or the department's designee that a report made under this chapter implicates a person other than a person responsible for a child's welfare, the department may refer the report to an appropriate law enforcement agency for investigation and disposition.

50-25.1-05.4. Department to adopt rules for review of assessment findings. The department shall adopt rules to resolve complaints and conduct appeal hearings

requested by the subject of a report of suspected child abuse, neglect, or death resulting from abuse or neglect who is aggrieved by the conduct or result of an assessment.

50-25.1-05.5. Child abuse information index - Establishment. The division of children and family services or other division as determined appropriate by the department shall maintain a child abuse information index of all reports of decisions that services are required for child abuse, neglect, or death resulting from abuse or neglect which are filed pursuant to section 50-25.1-05.2.

50-25.1-06. Protective and other services to be provided. The department and the appropriate county social service board shall provide protective services for the abused or neglected child and other children under the same care as may be necessary for their well-being, and shall provide other appropriate social services, as the circumstances warrant, to the parents, custodian, or other persons serving in loco parentis with respect to the child or the other children.

50-25.1-06.1. Caseload standards - Reimbursement. The department shall adopt caseload standards establishing minimum staff to client ratios for the assessment of reports of child abuse or neglect and the provision of protective services. Within the limits of legislative appropriation, the department shall reimburse each county, upon claim being made by the county, for seventy-five percent of additional staff costs caused by the imposition of such caseload standards. Upon a determination that legislative appropriations are insufficient to reimburse each claiming county in the amount of seventy-five percent of such additional staff costs, the department shall reimburse each claiming county for that percentage of additional staff costs which the appropriation is sufficient to defray.

50-25.1-07. Protective custody. Any physician examining a child with respect to whom abuse or neglect is known or suspected, after reasonable attempts to advise the parents, guardian, or other person having responsibility for the care of the child that the physician suspects has been abused or neglected, may keep the child in the custody of the hospital or medical facility for not to exceed ninety-six hours and must immediately notify the juvenile court and the department in order that child-protective proceedings may be instituted.

50-25.1-08. Guardian ad litem. The court, in every case involving an abused or neglected child which results in a judicial proceeding shall appoint a guardian ad litem for the child in those proceedings.

50-25.1-09. Immunity from liability. Any person, other than the alleged violator, participating in good faith in the making of a report, assisting in an investigation or assessment, furnishing information, or in providing protective services under this chapter or who is a member of the child fatality review panel, is immune from any liability, civil or criminal, except for criminal liability as provided by section 50-25.1-13, that otherwise might result from reporting the alleged case of abuse, neglect, or death resulting from child abuse or neglect. For the purpose of any proceeding, civil or criminal, the good faith of any person required to report cases of child abuse, neglect, or death resulting from abuse or neglect must be presumed.

50-25.1-09.1. Employer retaliation prohibited.

1. An employer who retaliates against an employee solely because the employee in good faith reported having reasonable cause to suspect that a child was abused or neglected, or died as a result of abuse or neglect, or because the employee is a child with respect to whom a report was made, is guilty of a class B misdemeanor. It is a defense to any charge brought under this section that the presumption of good faith, described in section 50-25.1-09, has been rebutted.
2. The employer of a person required or permitted to report pursuant to section 50-25.1-03 who retaliates against the person because of a report of abuse or neglect, or a report of a death resulting from child abuse or neglect, is liable to that person in a civil action for all damages, including exemplary damages, costs of the litigation, and reasonable attorney's fees.
3. There is a rebuttable presumption that any adverse action within ninety days of a report is retaliatory. For purposes of this subsection, an "adverse action" is action taken by an employer against the person making the report or the child with respect to whom a report was made, including:
 - a. Discharge, suspension, termination, or transfer from any facility, institution, school, agency, or other place of employment;
 - b. Discharge from or termination of employment;
 - c. Demotion or reduction in remuneration for services; or
 - d. Restriction or prohibition of access to any facility, institution, school, agency, or other place of employment, or persons affiliated with it.

50-25.1-10. Abrogation of privileged communications. Any privilege of communication between husband and wife or between any professional person and the person's patient or client, except between attorney and client, is abrogated and does not constitute grounds for preventing a report to be made or for excluding evidence in any proceeding regarding child abuse, neglect, or death resulting from abuse or neglect resulting from a report made under this chapter.

50-25.1-11. Confidentiality of records - Authorized disclosures. All reports made under this chapter, as well as any other information obtained, are confidential and must be made available to:

1. A physician who has before him a child whom he reasonably suspects may have been abused or neglected.
2. A person who is authorized to place a child in protective custody and has before him a child whom he reasonably suspects may have been abused or neglected and the person requires the information in order to determine whether to place such child in protective custody.
3. Authorized staff of the department, appropriate county social service boards, and appropriate state and local child protection team members.

4. Any person who is the subject of a report; provided, however, that the identity of persons reporting under this chapter is protected.
5. Public officials and their authorized agents who require such information in connection with the discharge of their official duties.
6. A court whenever it determines that the information is necessary for the determination of an issue before the court.
7. A person engaged in a bona fide research purpose; provided, however, that no information identifying the subjects of a report is made available to the researcher unless the information is absolutely essential to the research purpose and the department gives prior approval.
8. A person who is identified in subsection 1 of section 50-25.1-03, and who has made a report of suspected child abuse or neglect, if the child is likely to or continues to come before the reporter in the reporter's official or professional capacity.
9. Parents or a legally appointed guardian of a child who is suspected of being, or having been, abused or neglected, provided the identity of persons making reports or supplying information under this chapter is protected.

50-25.1-12. Cooperation required. All law enforcement officials, courts of competent jurisdiction, and appropriate state agencies shall cooperate in fulfillment of the purposes of this chapter.

50-25.1-13. Penalty for failure to report - Penalty and civil liability for false reports. Any person required by this chapter to report or to supply information concerning a case of known or suspected child abuse, neglect, or death resulting from abuse or neglect who willfully, as defined in section 12.1-02-02, fails to do so is guilty of a class B misdemeanor. Any person who willfully, as defined in section 12.1-02-02, makes a false report, or provides false information which causes a report to be made, under this chapter is guilty of a class B misdemeanor unless the false report is made to a law enforcement official, in which case the person who causes the false report to be made is guilty of a class A misdemeanor. A person who willfully makes a false report, or willfully provides false information that causes a report to be made, under this chapter is also liable in a civil action for all damages suffered by the person reported, including exemplary damages.

50-25.1-14. Unauthorized disclosure of reports - Penalty. Any person who permits or encourages the unauthorized disclosure of reports made or confidential information obtained under the provisions of this chapter is guilty of a class B misdemeanor.

UNIFORM JUVENILE COURT ACT

27-20-02. Definitions. As used in this chapter:

5. "Deprived child" means a child who:

- a. Is without proper parental care or control, subsistence, education as required by law, or other care or control necessary for the child's physical, mental, or emotional health, or morals, and the deprivation is not due primarily to the lack of financial means of the child's parents, guardian, or other custodian;
- b. Has been placed for care or adoption in violation of law;
- c. Has been abandoned by the child's parents, guardian, or other custodian;
- d. Is without proper parental care, control, or education as required by law, or other care and control necessary for the child's well-being because of the physical, mental, emotional, or other illness or disability of the child's parent or parents, and that such lack of care is not due to a willful act of commission or act of omission by the child's parents, and care is requested by a parent; or
- e. Is in need of treatment and whose parents, guardian, or other custodian have refused to participate in treatment as ordered by the juvenile court.



GUIDELINES FOR SUPERVISION OF CHILDREN

Following are guidelines for supervision of children as established by the North Dakota Department of Human Services, Bismarck, North Dakota.

1. Children eight (8) years of age or under should normally be supervised at all times. The child in this age group should not be left in charge of other children.
2. Children who are nine (9) years old should not be left unsupervised for periods greater than two hours during the daytime. This age child should never be unsupervised at night and should not supervise other children.
3. Children who are 10 and 11 years old may be left alone for longer periods of time, however, caution is advised in leaving any child unsupervised during sleeping hours. Children in this age group should not be responsible for younger children.
4. Children who are the age of twelve (12) years and older may be permitted to act as baby sitters. It is recommended that they successfully complete an approved child-care training course.
5. Children in early adolescence, 12-14 years, should not be left unattended overnight.
6. All children left home alone must be able to demonstrate:
 - a) Knowledge of where their parents or other responsible adults are and how to reach them.
 - b) Knowledge of emergency procedures.

The age of the child is not the only factor parents should consider when determining if children may be left alone. Other factors include the maturity of the child, emotional health factors, length of time left alone, time of day or night, other children present or to be supervised, location and environmental conditions, frequency of being left alone and the accessibility of a parent or other responsible adult.

The ultimate responsibility for the safety, care, well-being and behavior of dependent children remains with the parent, whether they are present to personally supervise them or not.

It is considered by the ND Department of Human Services that a lack of supervision exists when the above guidelines are not followed. A lack of supervision may also exist in circumstances where the responsible caretakers are present but physically or mentally impaired to such an extent that they are unable to provide supervision.

II. PHYSICAL ABUSE

Physical abuse exists when a caretaker uses physical force on a child such that injury to the child occurs or the child is placed at significant risk of injury.

A. Probable cause for physical abuse should be considered when punishment results in the following injuries or conditions:

- | | |
|------------------|----------------------------------|
| 1. Bruises | 10. Bloodied nose |
| 2. Welts | 11. Sprains |
| 3. Cuts | 12. Brain or neurological damage |
| 4. Abrasions | 13. Death |
| 5. Fractures | 14. Subdural hemorrhage |
| 6. Burns/scalds | 15. Internal injuries |
| 7. Contusions | 16. Poisoning |
| 8. Loss of teeth | 17. Gunshot wounds |
| 9. Missing hair | |

B. Probable cause for physical abuse should be considered in the following situations:

1. Physical punishment of an infant
2. Shaking pre-schoolers
3. Striking children with an object: belts, sticks, etc.
4. Striking children on or about the head and face
5. Striking children with a closed hand
6. Throwing children in such a manner that there is risk of injury
7. Forced feeding
8. Throwing objects that create a risk of injury
9. Kicking that creates a risk of injury
10. Biting a child
11. Forcing a child to ingest a noxious substance

III. EMOTIONAL MALTREATMENT

Emotional child abuse and neglect is maltreatment which results in impaired psychological growth and development or is a threat to such development. Determination decisions should take into consideration the effect of the maltreatment of the child and other circumstances in the family. Probable cause for emotional maltreatment should be considered in the following circumstances.

1. Refusal of services (by a parent) to an emotionally handicapped child, i.e., a child at risk of suicide, a child with a chemical addiction.
2. Acts of caretakers which result in isolation, terrorization, excessive humiliation, imprisonment or gross degradation of the child.
3. Emotional disorders or behavioral problems which can be correlated to caretaker behavior.

Probable cause for emotional maltreatment should be considered when the caretaker exhibits the following behaviors and the child is negatively impacted.

1. Extreme inconsistency
2. Frequent belittling
3. Frequent rejection
4. Excessive control of child which seriously restricts emotional development
5. Coldness
6. Intimidation
7. Lack of nurturance, intimacy, or affection

IV. SEXUAL ABUSE

Probable cause for sexual abuse should be considered when a caretaker involves a child in a sexual act or other activity for the purpose of arousing or satisfying sexual or aggressive desires. Sexual abuse includes the following:

1. Sexual contact - meaning any touching of the intimate parts of the child for the purpose of arousing or satisfying sexual or aggressive desires.
2. Sexual exploitation - an adult exposing him/herself to a child or causing a child to expose him/herself to an adult or another child for the purpose of arousing or satisfying sexual or aggressive desires.
3. Causing a child to be involved in a sexual act.
4. Denial of privacy to a child for the purpose of arousing or satisfying sexual or aggressive desires.
5. Causing a child to view sexual acts or sexually explicit material.

Sexual activity between children should be considered abuse in most situations if an age difference of greater than two years exists, if coercion exists, or if one child is pre-puberty and the other is post-puberty. If the acts appear to be more sophisticated than age appropriate, consideration should be given to checking out possible victimization of at least one of these children by a third party.

Some Identifying Clues

Notes from: Newberger, E. H. Clinical and Research Perspectives on Family Violence. PSG Publishing Co., Inc. 1985

Why is it important to differentiate between accidental or inflicted injury? Getting help or sending child home to be seriously reinjured.

Skin abnormalities are among most common and easily recognized signs of nonaccidental trauma.

Bruises

common sites for inflicted injury...

buttocks and lower back (corporal punishment is said to be abuse when it leaves bruises)

genital injuries...pinch mark on glans of penis looks like two small crescent shaped marks facing each other

inner thighs...toileting problems or sexual abuse

face...especially cheek or earlobe...usually due to slaps

if recent, can see finger outlines - or may be seen as several parallel lines running through bruise

earlobe pinch or cuffing...can see multiple pinpoint bleeding spots

mouth, cheek, below chin...infants usually cannot injure before here before able to sit or stand alone

neck...often hidden, almost always from choking or strangling...leave marks of hands, rope or cord.

ankles or wrists..sheets cause friction burn or blisters...rope, cord cause narrow grooves in skins.

abrasions running from each corner of mouth ...a gag...
intent may be keep child from screaming

Characteristic Patterns of Bruises:

human hands may leave outline...only capillaries
at edge of injury stretched enough to rupture.

grabbing or squeezing, forcibly holding may
leave oval-shaped pressure bruises which are
actually fingerprints

human hand prints recognized by finger joints
or ends of fingers even when impression of hand
may be missing

Human Bite Marks:

distinctive...paired crescent shaped bruises
may have individual teeth marks.

common: blame siblings...size, simple
measurement can determine permanent
teeth of adult vs. primary teeth of child

Marks, Bruises Caused By Other Objects:

straps...linear bruises one to two inches
in width, often over curved part of body.

distinguishing features such as eyelets, buckles,
tapered end of belt can sometimes be seen

loop marks on skin from doubled over lamp cord
or rope

multiple bruises are extremely diagnostic of multiple beatings

bizarre shaped bruises may be inflicted by unusual items...toys, etc.

Aging of Bruises

Birth marks...generally reddish blue, do not change color, have distinct margins

Bruises go through distinct color changes.

If swollen and tender, usually less than two days old

First five days...red, blue, purple

As hemoglobin pigment of blood broken down, will go through three distinct color changes:

green..minimum of five days

yellow..within few days

brown..few more days - may last for two weeks

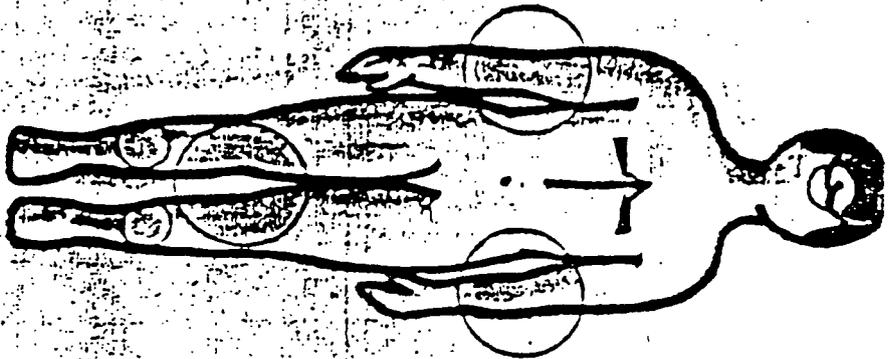
Caution

Certain bruising is common and normal in childhood.

most common area...knees and shin

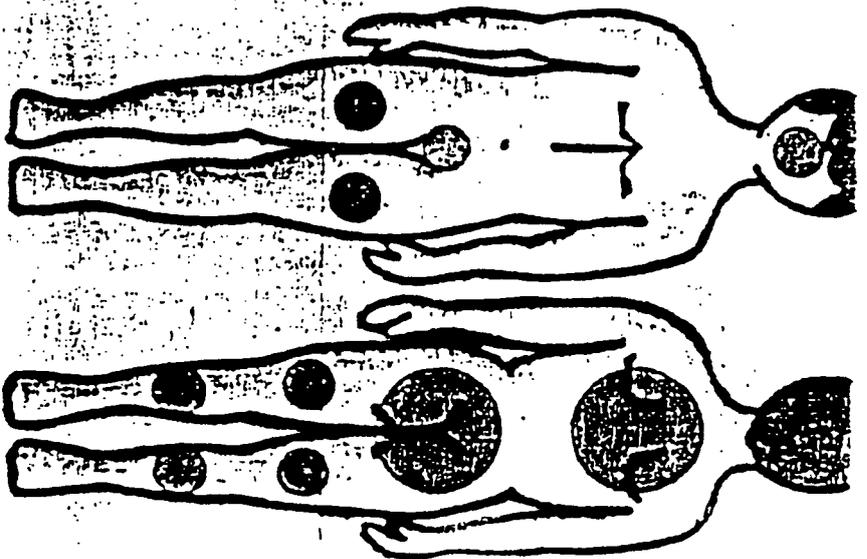
forehead of toddlers

from falling, usually circular, , nondiscript in pattern, involve bony areas (elbow, chin) on just one body surface or plain



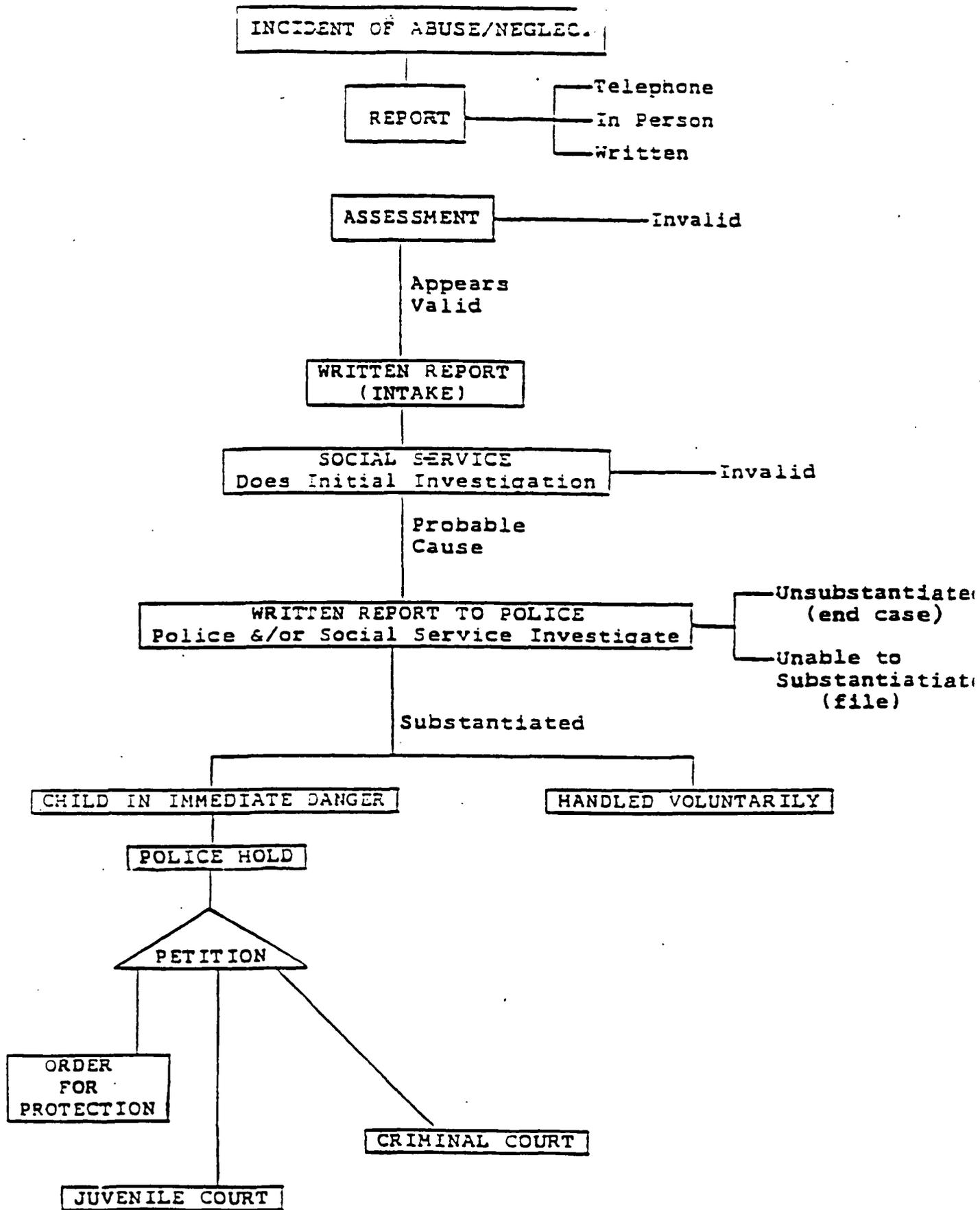
Front View

Normal Bruising Areas



Front and Back Views

Suspicious Bruising Areas





REPORT OF SUSPECTED CHILD ABUSE OR NEGLECT

N.D. Department of Human Services
SFN 960 (Rev. 05-89)

Name of Child(ren)	Age or Birthdate	Identifying information
		Name of Parent(s)/Caretaker
		Address and Phone No.
		Name of Alleged Perpetrator
		Address & Phone No. of Alleged Perpetrator

Give nature and extent of the suspected abuse or neglect, including any information of previous abuse or neglect; family composition; and any other information which may be helpful in protecting the health and welfare of the child(ren). If additional space is needed, attach additional pages (BE SPECIFIC. ANSWER: WHO, WHAT, WHERE, WHEN, WHY, HOW OFTEN).

Name of Reporter	Address & Phone Number of Reporter
Reporter's Relationship to Children	
Signature of Reporter	Date

AGENCY USE ONLY

<input type="checkbox"/> Date Received by Agency Received By: <input type="checkbox"/> Phone <input type="checkbox"/> In Person <input type="checkbox"/> Written	Intake Social Worker Source of Report Social Worker Assigned to Case	Case Number Date of Entry
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Action Plan

- Copies of Overheads
- Sample Goals and Tasks Chart
- Sample Completed Action Plan
- Blank Action Plan



**Action Plan
Key Elements**

- Goals
- Tasks/activities
- Persons/entities responsible for completing tasks
- Target due dates for tasks
- Resources available or needed

**Keeping a Check On
Your Progress**

- Are deadlines being met?
- What obstacles/barriers are being encountered?
- How can obstacles/barriers be addressed?
- What adjustments to the action plan need to be made?



**Sample Program Development Goals and Tasks
for the Implementation of a Juvenile Holdover Program**

Goals	Tasks	Rationale
<p>Develop plan for organizing and cultivating the support of justice agencies and the community</p>	<ul style="list-style-type: none"> • Research juvenile holdover programs and gather information on various programs • Secure support from appropriate stakeholders (e.g., local chief juvenile judge, law enforcement, and juvenile probation) • Identify key community stakeholders • Develop preliminary information packet • Determine community organizations or justice system agencies to which presentations about the holdover program could be made 	<p>Juvenile holdover programs benefit state and local justice agencies and are operated by various groups within the community with or without additional state administrative assistance.</p> <p>As in any community-focused program the involvement and support of the community is essential throughout the conception, development, and life of the holdover program to assure the delivery of effective services and the financial security of the program.</p>
<p>Form taskforce/advisory committee</p>	<ul style="list-style-type: none"> • Initiate contact with key stakeholders • Recruit members with knowledge and skills needed during the development and implementation process • Develop action plan for program development and implementation • Create subcommittees to address specific issues (e.g. target population, referral procedure, training, case management) • Conduct thorough needs and resources assessment 	<p>Involving representatives from various areas of expertise helps bring fresh and diverse perspectives to the development and implementation process, thus yielding more reliable and credible information on which to build a foundation. Tasks can be divided and distributed among committee members, allowing an opportunity for more contacts to be made and more resources in the community to be discovered.</p>

Goals	Tasks	Rationale
Conduct needs and resources assessment	<ul style="list-style-type: none"> • Determine the type of information to be gathered • Identify possible data sources • Review public policy • Establish a mechanism for collection, organizing and storing data • Determine how results will be used 	<p>Juvenile holdover programs must meet the needs of local referring agencies and community needs to be accepted and supported. A thorough needs and resources assessment will provide information helpful to decision-making throughout the development and implementation of the program. Information gathered also can help market the program and provide good baseline information for program evaluation.</p>
Examine legal issues	<ul style="list-style-type: none"> • Determine jurisdictional requirements for authorization to operate • Determine what regulatory agencies will have authority over the program • Examine and resolve confidentiality issues • Examine and resolve liability issues 	<p>There are no uniform, national laws, or guidelines for juvenile holdover programs. Therefore start-up efforts should include a thorough search of state regulations and laws to determine pertinent regulatory parameters.</p>
Develop a program purpose, goals and objectives	<ul style="list-style-type: none"> • Determine deficiencies or areas of need in community that can be addressed by a holdover (e.g., conduct a need and resources assessment) • Develop program purpose • Develop program goals • Develop program objectives that are specific, measurable, and results-oriented • Provide a written copy of final purpose, goals and objectives to staff and key stakeholders 	<p>The development of a program purpose, goals and objectives provides a foundation upon which other program elements can be defined (e.g., target population, program services). Carefully articulated goals and measurable objectives offers agencies a mechanism that can help programs:</p> <ul style="list-style-type: none"> • Remain focused on what they are trying to achieve; and • Evaluate their results.
Determine Program Logistics	<ul style="list-style-type: none"> • Determine if the program will be secure, non-secure or a combination program • Locate and secure space/facility • Secure appropriate furnishings and amenities for the program • Establish how youth needs' will be met (e.g., meals, beds, restroom facilities, recreation, educational) • Develop security protocol 	<p>Juvenile holdover programs can operate by providing very "basic" services to providing more "enhanced" services. Program organizers and staff how the program will be designed logistically to meet the program purpose, while also meeting the individual youth's needs who are referred to the program.</p>

Goals	Tasks	Rationale
Secure funding for the holdover program	<ul style="list-style-type: none"> • Create a program budget • Establish a standard accounting procedure • Identify possible sources of in-kind and monetary support • Develop a funding plan 	<p>Juvenile holdover programs vary according to the size of the program, organizational partnerships, and in-kind services. Accordingly the funding depends upon the many variables and organizers and staff should be prepared to look for creative alternatives as well as tax funded sources.</p>
Hire holdover program staff	<ul style="list-style-type: none"> • Determine how program will be staffed • Develop job descriptions and application process • Develop protocols for staff (e.g., regular employees, on-call workers, etc.) • Develop method for evaluation of staff performance • Recruit and hire staff • Develop strategy for professional development for staff 	<p>Juvenile holdover programs might be part of a statewide system or a local program. The staff may be permanent or relying on volunteers or on-call staff. Regardless of the staffing format; however, to assure program accountability, someone must be designated to oversee and coordinate the operations and services of the local program.</p>
Determine offender target population and referral/intake/assessment/release process.	<ul style="list-style-type: none"> • Solicit input from appropriate stakeholders on target population and referral process • Compile relevant data from need and resources assessment (e.g., youth/offender demographics, related statutes and regulations) • Compile a list of potential referral sources • Meet with potential referral sources to determine their needs and constraints. • Identify referral criteria and preferred referral process • Identify assessment criteria and establish an assessment process • Determine release procedures and outline a discharge process • Create necessary forms and assessment instruments for referral/intake/assessment/release processes. • Educate key stakeholders on referral/intake/assessment/release processes. 	<p>Juvenile holdover programs could be used with any type of offender. Levels of security, types of offenses, and the need for secure or non-secure detention would have to be determined. To remain focused and deliver effective services, a holdover program should clearly define the target population it is designed to serve and establish a referral mechanism that will ensure it receives appropriate cases.</p>

Goals	Tasks	Rationale
Develop a management information system (MIS) and effective case management practices	<ul style="list-style-type: none"> • Determine the type of information to be kept on juveniles • Develop needed forms and investigate alternative ways to collect/maintain case information (e.g., automated files) • Establish a system for maintaining case files and program records (e.g., locked file cabinets, integrated case management information systems) • Establish a procedure for transferring information to appropriate entities once a youth is released from the juvenile holdover program 	Effective MIS and case management practices can help assure program accountability and integrity and provide a means for tracking data that can be useful in future program evaluation and funding requests.
Develop training program	<ul style="list-style-type: none"> • Identify type of training to be offered (pre-service, orientation, in-service) • Select training content for various training formats and target audiences • Develop training materials • Determine methods of training delivery • Choose location and times of training • Select training facilitators • Conduct training • Develop method for evaluation of training and evaluate 	Training provides staff, whether permanent administrative, on-call or volunteers with the knowledge and skills needed to perform their assigned roles effectively and efficiently. It also provides volunteers with an opportunity for personal growth and enrichment.
Recruit volunteers or on-call staff	<ul style="list-style-type: none"> • Develop application and screening process • Identify sources for recruiting volunteers • Determine strategies and methods for recruiting volunteers • Recruit volunteers • Establish strategies for sustaining volunteer support 	Administrative as well as child care service providers will be require to perform the functions of the holdover programs. Depending upon the size of the program the staff may be permanent, on-call, or volunteer. Regardless of the type of person performing the job, the job duty must be rewarding for the individual and beneficial to the youth and the community.

Goals	Tasks	Rationale
Establish a method for program evaluation	<ul style="list-style-type: none"> • Determine who will oversee program evaluation efforts • Determine the specific research questions to be answered • Determine the methodology or evaluation design to be used • Determine information needed to be collected and how information will be tracked • Develop procedure for reporting information 	<p>Program evaluation:</p> <ul style="list-style-type: none"> • Improves the capacity of juvenile holdover programs to successfully compete for limited public funds and support • Promotes agency and community accountability; and • Creates a learning environment and contributes to organizational growth.



Sample Action Plan Format

Goal	Tasks/Activities	Responsible Parties	Target Due Dates	Resources Available/Needed
<ul style="list-style-type: none"> • Conduct needs and resources assessment 	<ul style="list-style-type: none"> • Determine the type of information to be gathered • Identify possible data sources/definitions of data 	<ul style="list-style-type: none"> • Needs Assessment subcommittee 	<p>January 31, 2000</p>	<ul style="list-style-type: none"> • Input from appropriate key stakeholders
<ul style="list-style-type: none"> • Review public policy 	<ul style="list-style-type: none"> • Establish a mechanism for collection, organizing and storing data 	<ul style="list-style-type: none"> • Needs Assessment subcommittee 	<p>January 31, 2000</p>	<ul style="list-style-type: none"> • Legislation, state regulations, local policies and procedures
<ul style="list-style-type: none"> • Determine how results will be used 	<ul style="list-style-type: none"> • Report information 	<ul style="list-style-type: none"> • John Jacobs and Kathy Porter 	<p>February 28, 2000</p>	<ul style="list-style-type: none"> • Forms, computerized system
<ul style="list-style-type: none"> • Collect and compile data 	<ul style="list-style-type: none"> • Determine how results will be used 	<ul style="list-style-type: none"> • Jack Turner 	<p>February 28, 2000</p>	<ul style="list-style-type: none"> • Access to law enforcement records, juvenile court records, etc.
<ul style="list-style-type: none"> • Report information 	<ul style="list-style-type: none"> • Collect and compile data 	<ul style="list-style-type: none"> • Needs Assessment subcommittee 	<p>January 31, 2000</p>	<ul style="list-style-type: none"> • Access to law enforcement records, juvenile court records, etc.
<ul style="list-style-type: none"> • Report information 	<ul style="list-style-type: none"> • Report information 	<ul style="list-style-type: none"> • Jack Turner, John Jacobs and Kathy Porter 	<p>March 31, 2000</p>	<ul style="list-style-type: none"> • Access to law enforcement records, juvenile court records, etc.
<ul style="list-style-type: none"> • Report information 	<ul style="list-style-type: none"> • Report information 	<ul style="list-style-type: none"> • Needs Assessment subcommittee 	<p>April 15, 2000</p>	<ul style="list-style-type: none"> • Access to law enforcement records, juvenile court records, etc.



ACTION PLAN

Goal	Tasks	Responsible Party(-ies)	Target Due Date	Resources Needed



Goal	Tasks	Responsible Party(-ies)	Target Due Date	Resources Needed



Goal	Tasks	Responsible Party(-ies)	Target Due Date	Resources Needed

