



AMERICAN CORRECTIONAL ASSOCIATION

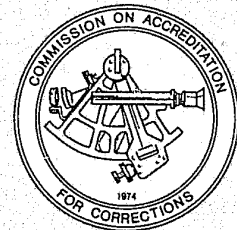
January 1983

# STANDARDS

## for Juvenile Training Schools

Second Edition

COMMISSION ON ACCREDITATION  
FOR CORRECTIONS



999888

# STANDARDS for Juvenile Training Schools

Second Edition  
January 1983

99988

U.S. Department of Justice  
National Institute of Justice

This document has been reproduced exactly as received from the person or organization originating it. Points of view or opinions stated in this document are those of the authors and do not necessarily represent the official position or policies of the National Institute of Justice.

Permission to reproduce this copyrighted material has been granted by

National Institute of Corrections  
U.S. Department of Justice

to the National Criminal Justice Reference Service (NCJRS).

Further reproduction outside of the NCJRS system requires permission of the copyright owner.

AMERICAN CORRECTIONAL ASSOCIATION

In cooperation with the  
COMMISSION ON ACCREDITATION  
FOR CORRECTIONS



This project was supported by Grant #EC-7 awarded by the National Institute of Corrections, United States Department of Justice. Points of view or opinions stated in this publication are those of the American Correctional Association and do not necessarily represent the official position of the United States Department of Justice.

Other manuals in the series published by the American Correctional Association

*Standards for Adult Parole Authorities*  
*Standards for Adult Community Residential Services*  
*Standards for Adult Probation and Parole Field Services*  
*Standards for Adult Correctional Institutions*  
*Standards for Adult Local Detention Facilities*  
*Standards for Juvenile Community Residential Facilities*  
*Standards for Juvenile Probation and Aftercare Services*  
*Standards for Juvenile Detention Facilities*  
*Standards for the Administration of Correctional Agencies*

U.S. Department of Justice  
National Institute of Justice

This document has been reproduced exactly as received from the person or organization originating it. Points of view or opinions stated in this document are those of the authors and do not necessarily represent the official position or policies of the National Institute of Justice.

Permission to reproduce this copyrighted material has been granted by  
Public Domain/National Institute of  
Corrections/US Dept. of JUSTICE

to the National Criminal Justice Reference Service (NCJRS).

Further reproduction outside of the NCJRS system requires permission of the copyright owner.

ISBN 0-942974-42-5

Copyright © 1983  
American Correctional Association

*The reproduction, distribution or inclusion in other publications of materials in this book are prohibited without prior written permission from the American Correctional Association or National Institute of Corrections*

**AMERICAN CORRECTIONAL ASSOCIATION**

Amos E. Reed  
*President*

Anthony P. Trivisono  
*Executive Director*

Samuel Sublett, Jr.  
*Chairman, Committee on Standards*





## Contents

Foreword		vii
American Correctional Association Committee on Standards Members, Staff and Consultants		ix
American Correctional Association Board of Governors and Delegate Assembly		xi
Commission on Accreditation for Corrections Board of Commissioners and Staff		xiii
Introduction		xv
<b>STANDARDS FOR JUVENILE TRAINING SCHOOLS</b>		
Administration, Organization and Management	2-9001 to 2-9036	1
Fiscal Management	2-9037 to 2-9056	9
Personnel	2-9057 to 2-9084	13
Training and Staff Development	2-9085 to 2-9099	20
Management Information and Research	2-9100 to 2-9108	26
Juvenile Records	2-9109 to 2-9116	29
Physical Plant	2-9117 to 2-9154	32
Safety and Emergency Procedures	2-9155 to 2-9172	42
Security and Control	2-9173 to 2-9197	47
Food Service	2-9198 to 2-9213	53
Sanitation and Hygiene	2-9214 to 2-9228	57
Medical and Health Care Services	2-9229 to 2-9272	60
Juvenile Rights	2-9273 to 2-9288	73
Rules and Discipline	2-9289 to 2-9316	77
Communication: Mail, Visiting and Telephone	2-9317 to 2-9333	84
Programs and Services	2-9334 to 2-9380	88
Reception, Classification, Transfer and Release	2-9381 to 2-9399	99
Release and Revocation	2-9400 to 2-9411	105
Volunteer Involvement	2-9412 to 2-9420	109
Glossary		111
American Correctional Association Code of Ethics		119
Index		121

NCJRG

DEC 9 1985

ACQUISITIONS

**Total of Weights  
(Mandatory, Other)**

<u>CATEGORY</u>	<u>NUMBER</u>
Mandatory	31
Other	389
TOTAL	420

**Mandatory Standards and Numbers**

- (2) Physical Plant: 2-9145, 2-9146
- (12) Safety and Emergency Procedures: 2-9155, 2-9156, 2-9157, 2-9158, 2-9159, 2-9160, 2-9161, 2-9162, 2-9163, 2-9164, 2-9165, 2-9166
- (1) Security and Control: 2-9190
- (3) Food Service: 2-9198, 2-9204, 2-9210
- (4) Sanitation and Hygiene: 2-9214, 2-9217, 2-9218, 2-9219
- (9) Medical and Health Care Services: 2-9230, 2-9232, 2-9234, 2-9239, 2-9244, 2-9253, 2-9254, 2-9260, 2-9271

## FOREWORD

With the publication of this second edition of juvenile standards, agencies and administrators are being asked to achieve an even higher level of performance. Certain standards relating to life, health and safety issues have been labeled mandatory and must be complied with in order to achieve accreditation. Both the experience with accreditation and the desire of the field to raise the standards indicate a willingness to achieve and maintain high-quality correctional services. These standards are a clear statement that corrections professionals recognize good practice and want to improve their performance, regardless of legal or policy restrictions, funding difficulties, or the pressures of increased demands now facing most juvenile systems.

Our desire to improve correctional practice began with the American Correctional Association's Declaration of Principles in 1870, followed by additional guidelines and several editions of the original *ACA Manual of Correctional Standards*. Crucial to this development process has been the financial support of governmental and private foundations.

The standards provide administrators of juvenile programs with the opportunity to develop a plan for upgrading facilities and procedures in accordance with nationally recognized and respected benchmarks. The juvenile standards can assist administrators in working effectively with the courts and legislatures. Compliance is not easy. It may require substantial change in traditional operating procedures, including the implementation of practice which challenges existing procedure. Some standards may require additional funds in order to achieve compliance. Changes which may be required are now based on a consensus from the field of juvenile justice and corrections. The field is proceeding in a direction which will provide more humane conditions in institutions, ensure the safety of staff and juvenile offenders, and ultimately provide the programs and services necessary to assist juveniles in returning to society.

The practice of meeting high standards of performance and achieving accreditation is now well established. Corrections professionals are working with the Association and the Commission in the effort to upgrade the entire juvenile field using the standards contained in this volume. Continued efforts to meet the standards will lead to greater support from legislative, executive and judicial branches of government and, in doing so, provide the basis for the improvement of juvenile services and facilities.

As we proceed into this new era of standards and accreditation, I publicly express our appreciation to the U.S. Department of Justice for continued support and funding. Major support for these efforts is provided by the Bureau of Prisons, Norman A. Carlson, Director; and the National Institute of Corrections, Allen Breed, Director. Without their support the publication of these standards would have been impossible.

Anthony P. Trivisono  
Executive Director  
American Correctional Association

# AMERICAN CORRECTIONAL ASSOCIATION

## COMMITTEE ON STANDARDS

1980-1982

### *Executive Committee*

Samuel Sublett, Jr., Chairman, Illinois  
Norman F. Chamberlain, Washington  
Grady Decell, Mississippi  
Vernon G. Housewright, Nevada  
Ruth Pappert, Indiana

Frederick R. Allen, New York  
Paul E. Bailey, Nevada  
Les Belleque, Oregon  
Allen Breed, Washington, D.C.  
Roger W. Crist, New Mexico  
Gerald Farkas, Washington, D.C.

Rudy Guillen, Virginia  
Jacqueline Jones, Colorado  
Charles Kehoe, Michigan  
Victoria Myers, Missouri  
Carl Robinson, Connecticut  
Allan F. Wrenshall, Ontario, Canada

### *Standards Staff*

W. Hardy Rauch, Correctional Consultant, Manager  
Brenda Glidden, Staff Assistant

### *Project Monitors*

Kenneth Carpenter, National Institute of Corrections  
Larry Solomon, National Institute of Corrections  
William Wilkey, National Institute of Corrections

### *Standards Consultants*

John Burkhead, Kentucky  
Claudia Coplton, Georgia  
Joseph S. Coughlin, Illinois  
Albert Elias, New Jersey  
Roy E. Gerard, Virginia

Malcolm S. Goddard, New Jersey  
Edna Goodrich, Washington  
David Lanier, Kentucky  
Margaret Martin, California  
Richard Rachin, Florida

Joseph Rowan, Illinois

### *ACA Staff*

Anthony P. Trivisono  
Executive Director

Marge L. Restivo  
Assistant Director, Conventions,  
Advertising and Publications

William J. Taylor  
Assistant Director, Membership,  
Training and Contracts

Edward J. McMillan, CPA  
Assistant Director, Finance

Julie Tucker  
Editor

Martin J. Pociask  
Art Director

Ann Dargis  
Associate Editor

# AMERICAN CORRECTIONAL ASSOCIATION

## Board of Governors 1980-1982

### *Executive Committee*

#### President

Amos E. Reed  
Washington

#### Vice President

Joann B. Morton  
South Carolina

#### President-Elect

H. G. 'Gus' Moeller  
North Carolina

#### Treasurer

Helen G. Corrothers  
Arkansas

#### Immediate Past President

Norman A. Carlson  
Washington, D.C.

#### Executive Director

Anthony P. Travisono  
Maryland

Les Belleque, Oregon  
Frank B. Bishop, III, Virginia  
James T. Black, Washington, D.C.  
Jacqueline Crawford, Nevada  
Doris R. DeHart, Nevada  
Gerald M. Farkas, Maryland  
George A. Hardesty, Kentucky  
Perry M. Johnson, Michigan  
Charles J. Kehoe, Michigan

George G. Killinger, Texas  
Thomas J. Northen, III, Virginia  
Marcella Rapp, Colorado  
J. Bryan Riley, Massachusetts  
Carl Robinson, Connecticut  
Sue Shirley, Texas  
Rex Smith, Maryland  
Ruben M. Torres, Texas  
Chris Tracy, Texas

Pearl S. West, California

### **Delegate Assembly**

#### *Past Presidents*

Richard A. McGee, California  
John C. Burke, Wisconsin  
Myrl E. Alexander, Florida  
Roberts J. Wright, Maine  
Sanger B. Powers, Wisconsin  
Peter P. Lejins, Maryland  
Harry C. Tinsley, Colorado  
Parker L. Hancock, New Hampshire  
Ellis C. MacDougall, Arizona

George Beto, Texas  
Louie L. Wainwright, Florida  
Maurice H. Sigler, Florida  
Martha E. Wheeler, New York  
Joseph S. Coughlin, Illinois  
John W. Braithwaite, Canada  
O. J. Keller, Maryland  
William D. Leeke, South Carolina  
Norman Carlson, Washington, D.C.

*Elected Delegate Assembly*

James Atchison, Kentucky  
Allen Ault, Georgia  
Donald G. Austin, Texas  
Thom Baxter, Texas  
Alfred R. Bennett, Indiana  
Robert G. Britton, Alabama  
John C. Burke, Wisconsin  
Alfred E. Buscher, Alabama  
Nate Caldwell, Colorado  
Raymon J. Cowans, Virginia  
Su Cunningham, Texas  
Mary Davis, New York  
Rendell A. Davis, Pennsylvania  
Hugh Dismukes, Texas  
Paul H. Hahn, Ohio  
Allan C. Hubanks, Florida  
Gail D. Hughes, Missouri  
Father Howard J. Johnson, Wisconsin  
Jalene Jones, Texas  
James Jordan, Illinois  
Paul W. Keve, Virginia

Al Maresh, Minnesota  
Carla Mathis, Florida  
Lane Murray, Texas  
Victoria Myers, Missouri  
Vergil M. Pinckney, Michigan  
Lt. Colonel Harry Poole, New York  
Richard L. Rachin, Florida  
James G. Ricketts, Colorado  
Griffin Rivers, Louisiana  
William B. Robinson, Pennsylvania  
Felix Rodriguez, New Mexico  
Paul Root, Michigan  
R.O.D. 'Dan' Schoenbacher, Hawaii  
L. D. Smith, Idaho  
Harold A. Spradlin, Virginia  
Victor G. Strecher, Texas  
Sidley E. Sullivan, Illinois  
Edward F. Tripp, Missouri  
Olin Turner, South Carolina  
H. Buddy Williams, Nebraska  
Sgt. Ronald E. Woods, Virginia

# COMMISSION ON ACCREDITATION FOR CORRECTIONS

## BOARD OF COMMISSIONERS

### Executive Committee

Gary R. Blake, *Chairman*, Maryland  
Edna L. Goodrich, *Vice Chairman*, Washington  
Christopher V. Dietz, *Treasurer*, New Jersey  
Paul J. Charters, Florida  
Robert J. Watson, Oregon

John W. Braithwaite, Ontario, Canada  
Linda D'Amario, Rhode Island  
Albert Elias, New Jersey  
J. J. Enomoto, California  
B. James George, Jr., New York  
William E. Gladstone, Florida  
Leslie R. Green, Minnesota

James R. Irving, Illinois  
Ralph A. Jefferson, Wisconsin  
William Lucas, Michigan  
John W. McGough, Washington  
Wayne K. Patterson, Colorado  
Marcella C. Rapp, Colorado  
Sue Shirley, Texas

J. Steven Tremont, Louisiana

### Staff

Robert H. Fosen, Executive Director  
Jane A. O'Shaughnessy, Deputy Director  
Ilene Bergsmann, Director of Information and Training  
Charles Reusing, Director of Operations  
Dale K. Sechrest, Director of Research  
Richard Boker, Business Manager  
Susan Miller, Counsel

## INTRODUCTION

The focus upon the protection of the civil rights of clients of human service agencies in the United States is a relatively new phenomenon. During most of their history, juvenile agencies and institutions built their programs upon the concept of benevolent purpose. The basis of this concept was the assumption that the state knew what best served the interests of the client. Court intervention into the affairs of these agencies has brought attention to the Constitutional rights of a wide spectrum of clients, including juvenile offenders. It is increasingly clear that the courts realize the limitations of their ability to administer effectively the operation of human service agencies. Judges have declared it to be the responsibility of administrators, professionals and line workers in corrections to put their own house in order. The development of these standards may be viewed in part as a response to that challenge.

Long before the advent of court intervention, however, the American Correctional Association gave clear evidence of its understanding of the need to develop standards. Indeed, the Declaration of Principles of 1870 adopted by the original organization from which the ACA evolved testifies to that concern. Shortly after the close of World War II in 1946, the Association published its first *Manual of Correctional Standards*, a volume which was to be substantially revised in 1959 and again in 1966. These manuals represented a consensus of administrators and professionals. They were to provide useful guidelines for institutional managers. Other national professional organizations including the National Council on Crime and Delinquency, the American Bar Association and the American Medical Association also made significant contributions to the field's effort to move toward the development of objective standards.

The concept of a system for the accreditation of correctional institutions and agencies began to emerge in the 1960s. The recognition that this was an idea whose time had come was marked by the adoption in October 1970 of the Plan for Accreditation. Implementation of the Plan began in 1974 when the Association's Board of Directors selected the first Board of Commissioners, which was chaired by Walter Dunbar until his untimely death. Before the accreditation plan could be initiated, however, the Association faced the task of developing objective, clear, measurable standards across the entire spectrum of juvenile and adult correctional activities.

It was recognized from the outset that the standards adopted would, when applied in the accreditation process, raise issues which would prompt the need for standards revision, modification and amplification. It also became quite clear that the responsibility for initiating revisions should be assumed by the Association and its Committee on Standards. This decision was ratified by the Association's Board of Governors in August 1978. Under the plan of action adopted, the Association assumed the responsibility for proposing revisions while the Commission retained the right to concur with those standards prior to promulgation. This, in effect, reversed the earlier arrangement in which the Commission initiated and the Association, in effect, ratified proposed standards.

Acceptance of the first edition manuals by the field was enthusiastic and drew warm support from ACA affiliates and professionals in the field. Private agencies, local state and federal correctional agencies and the Correctional Service of Canada moved promptly into the accreditation process.

As was anticipated, the application of standards presented a wide variety of problems. Some standards, despite the best efforts of the professionals who framed them, were found to lack necessary clarity and specificity. Some were found to impose unexpected and perhaps unnecessary burdens



upon institutional managers. A few were difficult, if not impossible, to measure. Some gaps were found in the standards and some areas of performance were discovered to be inadequately covered. These discoveries prompted the Association to move forward deliberately to identify necessary revisions of the adult standards which were published in 1981. ACA, supported with funds provided by the National Institute of Corrections, established a juvenile standards revision program under the direction of Samuel Sublett, Jr., chairman, and Hardy Rauch. The Committee on Standards worked diligently with the program to update the original juvenile manuals, and this publication represents the portion of their efforts specifically relating to juvenile training schools. Members of the Commission staff, Dr. Dale K. Sechrist and Ms. Ilene Bergsmann, were especially helpful in coordination of the Commission positions and enabling the Association to meet production schedules.

The Board of Commissioners unanimously agreed at the beginning of the accreditation process that no institution which failed to meet critical standards related to life, health and safety would be awarded accreditation. However, the compliance formula adopted by the Commission resulted in a mathematical possibility that an institution might reach necessary operations in an environment which seriously threatened the life and safety of detained juveniles and staff alike. This condition prompted the Commission first to adopt and promulgate guidelines identifying those areas in which noncompliance would be considered totally unacceptable and would, until corrective measures were taken, bar an award of accreditation. Subsequently, in consultation with the ACA Standards Committee, a decision was reached to introduce mandatory life, health and safety standards in this revision of the standards. The implications of this decision are self-evident. Any institution or agency which for any reason ignores such critical standards is not deserving of accreditation.

The contents of this manual then, like those of its predecessor, emerges from a thoughtful process of debate and deliberation. The decisions reached continue to represent the best consensus of professionals in the field. The ACA Committee on Standards and members of the Commission have made every effort to ground their work in relevant court decisions, but their foremost concern has been to provide high standards of correctional practice to the field. They have arrived at a set of standards which provide discretion and operational latitude to their colleagues in order to provide them with comprehensive, clear and relevant guidelines for good correctional practice. Hopefully, this effort will assist in informing the courts as well as legislators and governors of the needs of corrections professionals in carrying out their increasingly complex work.

The Association's Committee on Standards has consulted with members of its affiliate bodies, with institution managers whose institutions have been accredited, with local accreditation managers, with Commission members and staff, and with Commission consultants. All have combined their efforts to assure a comprehensive body of standards which are fair and reasonable. Accomplishment of full compliance will in no instance be an easy task, but there is undeniable evidence that the attainment of accreditation by institutions can be a reality when a serious commitment is made to that objective.

### *Training Schools*

During the 1950s and 1960s, reformers sought the broad scale implementation of rehabilitation programs, such as individual and group treatment, community contacts, classification, family and citizen involvement, and research and evaluation programs in the training school setting. More recently, however, there has been an increased emphasis to maintain adjudicated delinquents in their own communities while providing jobs, counseling, and improved home and school environments. Concurrently, legislative action, recent court decisions, child advocacy activities and the increased availability of federal funds have contributed significantly to the removal of status offenders and dependent and neglected children from training schools.

While community programs are the preferred method for dealing with juveniles, training schools are necessary for a small proportion of the juvenile corrections population. Recognizing this reality, the overriding concern is that the standards reflect the principles of fair, just and humane care for the juveniles being served. Commitment to a training school should be commensurate with a program to return the juvenile to the community in the shortest time possible. Every effort should be made to provide for individual growth and development in as normal an environment as possible, consistent

with the need for public safety. Programs emphasizing basic social skills, education, recreation and the development of job skills are fundamental to the process of normal development and can lead to successful return to the community.

Consequently, the Association and the Commission have stated their position on three major issues consistent with the implementation of these principles: First, juveniles whose activities would not be criminal if committed by an adult and neglected, abused and dependent children should be removed from juvenile corrections. Second, juvenile and adult offenders should be maintained separately at all times. For ACA purposes, juveniles are from age 8 to 21 years, or as specifically defined by state statute. The maximum age of 21 years is included because there are jurisdictions which statutorily continue juvenile status beyond age 18 years. And third, services and opportunities for all juveniles should be equally distributed throughout each jurisdiction in the country. Male and female juvenile offenders should have equal access to services which are designed to meet their needs as well as receive similar sanctions for misbehavior in the facility.

The standards for release and revocation apply when the training school or its parent agency has the responsibility for making the determination regarding release from confinement. When a parole board is appointed and operated separately from institution staff, standards in the *Standards for Juvenile Probation and Aftercare Services* apply. In no case should a parole board which has responsibility for paroling adult offenders be involved in the release or parole of juveniles. Juveniles should be released based on statutorily or administratively defined procedures which ensure that persons familiar with the problems and needs of youth are implementing the process.

We also recognize there is a great deal of heterogeneity and diversity among existing training schools and services in size, staffing patterns, types of programs, and age and type of juvenile admitted. Nevertheless, the intent of the standards is to ensure that these differences do not interfere with the requirement that juveniles have the right to a program of supervision, care and counseling which is in compliance with the dispositional order of the juvenile court and which will best meet the juvenile's individual needs. Moreover, those services necessary for the protection of health and safety must be provided. The facility administration also must meet all legal requirements relating to juveniles and must adhere to appropriate statutes with respect to juveniles and must adhere to appropriate statutes with respect to juveniles diagnosed as mentally disabled. These standards for training schools have been designed to meet these goals.

These standards are suggested as criteria for the accreditation of noncommunity residential programs for youths committed through the juvenile justice process. The size and functions of these programs for juveniles vary considerably. There are two basic types of facilities which may be operated by the state or a private agency: training schools which include youth development centers, villages, youth corrections centers, youth treatment centers, juvenile services centers, and schools for boys and girls; and special purpose institutions which include camps, ranches and farms. These categories are defined later in this chapter.

These facilities provide 24-hour care, including programs and supervision to youths (minors) who have been committed by the juvenile court. The objective of such facilities is to provide juveniles with supervision and program activities directed at the resolution of problems specific to this age group in an environment conducive to positive behavior in the community.

### *Accreditation*

An institution or community agency wishing to participate in accreditation must contact the Commission on Accreditation for Corrections in order to formally enter the process. After acceptance into the process by the Commission, the agency completes a self-evaluation to determine compliance with the standards, compiles documentation to support compliance, and develops plans of action to correct all deficiencies. After acceptance of the self-evaluation report by the Commission, and as the required compliance levels are attained, the agency can request an audit to verify compliance. This on-site audit is conducted by a team of trained Commission consultants.

The standards allow for the measurement of acceptable performance in achieving objectives. For purposes of their application in the accreditation process, they are minimal requirements and should be exceeded whenever possible. When they are met it is expected that every effort will be made to

maintain performance at the level designated. Mandatory standards address conditions or situations which could become hazardous to the life, health and safety of offenders, employees and/or the public. Without exception, all mandatory standards must be met for purposes of accreditation. In addition, agencies must meet 90 percent of all remaining standards as well as any other criteria stipulated in the policies and procedures of the Commission on Accreditation for Corrections.

Most standards require evidence of written policy and/or procedure in specific areas of operations. Policy and procedure are crucial elements in the effective administration of an agency and are heavily emphasized in this edition and in the accreditation process.

There are jurisdictions which maintain or contract for nonsecure detention facilities, such as foster or group homes. The standards within this manual are not intended for application to such nonsecure facilities. The two volumes of standards applicable to nonsecure residential facilities are *Standards for Juvenile Community Residential Facilities* and *Standards for Juvenile Probation and Aftercare Services*.

#### *Categories of Juvenile Facilities*

Juvenile Training School, Youth Development Center, Youth Village, Youth Correction Center, Youth Treatment Center, Youth Service Center, or Schools or Homes for Boys and Girls.

The typical training school may provide supervision, programs and services for over 100 residents; however, programs of over 100 residents are not encouraged. The standards for new facilities in this manual require that each new training school have no more than 100 beds and be limited to two stories in height.

These facilities are designed and operated to ensure that all entrances and exits are under the exclusive control of facility staff, thereby not allowing a juvenile to leave the facility without authorization.

Youth development centers, youth treatment centers, secure training schools and other facilities in this category may serve relatively smaller populations ranging from 40 to 100 juveniles. The age range served is generally from 13 to 18 years, although in many jurisdictions residents may be as young as 10 years or as old as 20 years. The latter instance usually involves juveniles who have been returned to the facility as parole violators.

#### *Special Purpose Institutions—Camp and Ranch*

**Camp.** These are nonsecure residential programs located in relatively remote areas. The juveniles participate in a structured program which emphasizes an outdoor work program including conservation and related activities. Although there are often 20 to 60 youths in such facilities, 50 juveniles is the maximum allowed by the standards. Resident age varies from 15 to 18 years.

**Ranch.** These nonsecure residential programs provide services to youths in rural settings. Typically, the residents participate in a structured program of education, recreation and facility maintenance, including responsibility for the physical plant, its equipment and livestock. Often there are 20 to 60 juveniles in the ranch setting, ranging in age from 13 to 18 years. The standards in this manual restrict the maximum population to 50 youths.

# ADMINISTRATION, ORGANIZATION AND MANAGEMENT

## Public and Private Agencies

2-9001 THE PUBLIC OR PRIVATE AGENCY OPERATING A TRAINING SCHOOL IS A LEGAL ENTITY OR A PART OF A LEGAL ENTITY.

DISCUSSION: If the agency is a non-profit organization, it will be incorporated, where located, in accordance with the legal requirements of the jurisdiction. If the agency is from the public sector, it will have the authority to establish and operate a training school.

2-9002 IF SERVICES FOR ADULT AND JUVENILE OFFENDERS ARE PROVIDED FOR BY THE SAME AGENCY, STATEMENTS OF PHILOSOPHY, POLICY, PROGRAM AND PROCEDURE DISTINGUISH BETWEEN CRIMINAL CODES AND THE STATUTES WHICH ESTABLISH AND GIVE DIRECTION TO PROGRAMS FOR JUVENILES; THERE IS A SEPARATE SERVICE DELIVERY SYSTEM FOR JUVENILES.

DISCUSSION: The responsibility of the state for juveniles differs from that for adults.

2-9003 THE GOVERNING AUTHORITY OF THE PUBLIC FACILITY OR PRIVATE TRAINING SCHOOL HOLDS MEETINGS AT LEAST ANNUALLY WITH THE FACILITY ADMINISTRATOR.

DISCUSSION: In order to facilitate communication, establish policy, explore problems, ensure conformity to legal and fiscal requirements, and implement programs, it is necessary for the parent agency or governing authority representative who has responsibility for the training school to meet with its administrator and appropriate staff to assure that programs are being implemented as outlined in administrative policy. It is also vital that the agency staff have opportunities for input into policy development.

2-9004 WRITTEN POLICY AND PROCEDURE PROVIDE THAT THE ADMINISTRATOR OF THE PUBLIC OR PRIVATE JUVENILE TRAINING SCHOOL IMPLEMENTS THE POLICIES OF THE GOVERNING AUTHORITY.

DISCUSSION: Recognizing that the administrator is responsible for the management of the facility, the role of the administrator of the training school includes implementing the policies and the procedures approved by the governing authority. There should be clear evidence that these policies are in practice in the agency.

2-9005 ONLY YOUTHS WHO ARE ADJUDICATED DELINQUENT AND/OR WHO ARE GUILTY OF OFFENSES WHICH WOULD BE A CRIME IF COMMITTED BY AN ADULT RESIDE IN THE FACILITY.

DISCUSSION: None.

2-9006 THERE IS A WRITTEN DESCRIPTION OF THE FACILITY THAT SPECIFIES ITS MISSION WITHIN THE CONTEXT OF THE SYSTEM OF WHICH IT IS A PART. THIS DESCRIPTION IS REVIEWED AT LEAST ANNUALLY AND UPDATED IF NEEDED.

DISCUSSION: None.

2-9007 THE PROGRAM MEETS ALL APPLICABLE LICENSING REQUIREMENTS OF THE JURISDICTION IN WHICH IT IS LOCATED.

DISCUSSION: None.

2-9008 THE FACILITY AND ITS PROGRAMS ARE MANAGED BY A SINGLE ADMINISTRATIVE OFFICER TO WHOM ALL EMPLOYEES OR UNITS OF MANAGEMENT ARE RESPONSIBLE.

DISCUSSION: None.

2-9009 WHEN EMPLOYEES OF OTHER PUBLIC OR PRIVATE AGENCIES PROVIDE A SERVICE TO THE FACILITY, WRITTEN POLICY AND PROCEDURE ARE DEVELOPED AND REVIEWED, AT LEAST ANNUALLY, TO DESCRIBE THEIR ROLES AND FUNCTIONS AS THEY RELATE TO THE AUTHORITY AND RESPONSIBILITY OF THE FACILITY ADMINISTRATOR.

DISCUSSION: Employees who work for other public or private agencies should have their duties and responsibilities specified in a contract or other type of agreement with the facility administration.

2-9010 WRITTEN POLICY AND PROCEDURE SPECIFY THAT THE FACILITY ADMINISTRATOR PARTICIPATES IN THE FORMULATION OF GOALS FOR THE FACILITY, ESTABLISHES POLICIES AND PRIORITIES RELATED TO THEM AND TRANSLATES THE GOALS INTO MEASURABLE OBJECTIVES FOR ACCOMPLISHMENT BY THE STAFF.

DISCUSSION: The administrator must balance the facility's goals and objectives with available resources. Broad facility goals must be translated into more specific objectives which are prioritized for accomplishment by the staff.

2-9011 WRITTEN POLICY AND PROCEDURE PROVIDE FOR THE PARTICIPATION OF EMPLOYEES IN THE FORMULATION OF POLICIES, PROCEDURES AND PROGRAMS.

DISCUSSION: Current management practices offer methods and techniques for using staff resources to develop policies, procedures and programs. The administrator should regularly solicit suggestions from staff and implement those deemed appropriate.

**2-9012 WRITTEN POLICY AND PROCEDURE GOVERN EMPLOYEE-MANAGEMENT RELATIONS.**

**DISCUSSION:** The facility cannot operate effectively in the absence of specific procedures for the recognition and resolution of legitimate employee concerns. It is essential that the institution have written policy and procedure for responding immediately and effectively to problems that may develop in employee-management relations. These should include specific assignment of responsibility and precise delegation of authority for action, steps for resolving grievances and adverse actions, and an official procedure. To avoid misunderstandings and to provide a written record of meetings between employee groups and the facility's administration, minutes should be kept of all such meetings.

**2-9013 A WRITTEN PLAN DESCRIBES THE FACILITY ORGANIZATION AND GROUPS SIMILAR FUNCTIONS, SERVICES AND ACTIVITIES INTO ADMINISTRATIVE SUBUNITS. THIS PLAN IS REVIEWED AT LEAST ANNUALLY AND UPDATED AS NEEDED.**

**DISCUSSION:** The functions and number of units in a facility may vary depending on the size and type of juvenile population, the nature of programs, the geographic distribution, the history and traditions of the facility, and the fiscal and physical resources available. The number and kinds of subunits, levels of supervision, and types of employees should be organized and the organization graphically illustrated to clearly delineate the lines of authority and responsibility.

**2-9014 THERE IS AN ORGANIZATIONAL CHART FOR THE FACILITY STAFF WHICH ACCURATELY REFLECTS THE STRUCTURE OF AUTHORITY, RESPONSIBILITY AND ACCOUNTABILITY WITHIN THE FACILITY.**

**DISCUSSION:** The facility must prepare and disseminate to its governing board, staff and juveniles, as well as to the public upon request, an organizational chart which clearly shows the chain of command in the facility. The organizational chart illustrates the relationship of each position or department to all other positions or departments within the facility.

**2-9015 THERE IS A WRITTEN OPERATIONS MANUAL THAT DELINEATES THE PROCEDURES FOR OPERATING AND MAINTAINING THE FACILITY. THE MANUAL IS MADE AVAILABLE TO EMPLOYEES, REVIEWED ANNUALLY AND UPDATED AS NEEDED.**

**DISCUSSION:** In order to ensure a uniform daily operation of the facility, the operations manual should be sufficiently detailed to assist employees in completing their assigned tasks. Every employee should have access to a copy, and a program should be conducted to familiarize employees with those parts of the documents that concern their respective jobs.

2-9016 WRITTEN POLICY AND PROCEDURES PROVIDE FOR A COMMUNICATIONS SYSTEM WITHIN THE FACILITY THAT REQUIRES, AT A MINIMUM, THAT THE FACILITY ADMINISTRATOR MEET AT LEAST MONTHLY WITH ALL DEPARTMENT HEADS AND THAT ALL DEPARTMENT HEADS MEET MONTHLY WITH THEIR KEY STAFF MEMBERS.

DISCUSSION: Regular staff meetings help ensure open communications among employees. The use of agendas and the preparation of minutes should be required at all staff meetings.

2-9017 WRITTEN POLICY AND PROCEDURE PROVIDE FOR A SYSTEM OF COMMUNICATION BETWEEN STAFF MEMBERS AND JUVENILES.

DISCUSSION: Juveniles should have regular access to counselors and other designated staff members to ensure presentation of their problems without delay or formality. The larger facility should provide for regularly scheduled meetings between the administrator or designee and representatives of the juvenile population.

2-9018 SERVICE PERSONNEL OTHER THAN FACILITY STAFF, INCLUDING OFFENDERS FROM ADULT CORRECTIONAL INSTITUTIONS, PERFORM WORK IN THE FACILITY ONLY UNDER DIRECT AND CONTINUOUS SUPERVISION OF FACILITY STAFF IN THOSE AREAS PERMITTING CONTACT WITH JUVENILES.

DISCUSSION: To preclude passage of contraband, and to avoid any unnecessary contact of juveniles with outsiders, all repairmen, servicemen, vendors, and trustees from adult jails should not function in juvenile training schools without direct supervision in areas containing juveniles.

2-9019 THE FACILITY MAKES AVAILABLE TO ALL EMPLOYEES A WRITTEN CODE OF ETHICS THAT PROHIBITS EMPLOYEES FROM USING THEIR OFFICIAL POSITION TO SECURE PRIVILEGES FOR THEMSELVES OR OTHERS AND FROM ENGAGING IN ACTIVITIES THAT CONSTITUTE A CONFLICT OF INTEREST.

DISCUSSION: To protect the integrity of the facility, its staff, and the parent agency, all personnel must be made thoroughly familiar with the established code of ethics which is strictly enforced. At the time of employment, each employee should review this code which is available for employee reference.

2-9020 WRITTEN POLICY AND PROCEDURE REQUIRE THAT THE FACILITY ADMINISTRATOR REVIEWS, AT LEAST ANNUALLY, SPACE REQUIREMENTS AND DOCUMENTS REQUESTS FOR CORRECTIVE ACTION.

DISCUSSION: The facility's budgetary process should include a space review because space requirements consume resources. New program

activities, shifting juvenile populations, changing security requirements, etc., impact on space and, consequently, on the budget. Space needs always should be evaluated in terms of both security and program considerations.

2-9021 WRITTEN POLICY AND PROCEDURE PROVIDE THAT THE FACILITY ADMINISTRATOR AND DESIGNATED STAFF MONITOR, AT LEAST BIENNIALY, PROGRESS TOWARD ACHIEVING PREVIOUSLY IDENTIFIED PROGRAM OBJECTIVES.

DISCUSSION: All facility programs and services should be defined and classified in terms of specific action programs, with their costs, objectives and expected outcomes identified. A system that provides timely and periodic assessment of the various facility operations can reveal the degree of compliance with policy and procedure. The results of such assessments should be documented and should exist apart from any external or continuous audit conducted by other agencies.

2-9022 WRITTEN POLICY AND PROCEDURE PROVIDE THAT LEGAL ASSISTANCE IS AVAILABLE TO THE FACILITY ADMINISTRATOR.

DISCUSSION: Qualified legal assistance is necessary to ensure that the program's policies and procedures are consistent with court decisions concerning constitutional processes and procedure, individual rights, etc. Legal counsel can provide advice on formulating policies, advising on individual cases and representing the facility as required, before courts and other appropriate bodies.

2-9023 WRITTEN POLICY AND PROCEDURE PROVIDE FOR INTERACTION THROUGH THE PARENT AGENCY OR FACILITY STAFF WITH FEDERAL, STATE AND LOCAL AGENCIES, OTHER COMPONENTS OF THE JUVENILE JUSTICE SYSTEM, AND COLLEGES AND UNIVERSITIES.

DISCUSSION: The services of public and private agencies should complement each other. The respective responsibilities should be clarified to ensure that the services are used in accordance with overall community planning. Such planning and coordination should help to minimize or eliminate poor resource management and duplication of services and ensure a balanced pattern of community services for youth.

2-9024 WRITTEN POLICY AND PROCEDURE PROVIDE FOR A PUBLIC INFORMATION PROGRAM THAT IS REVIEWED AT LEAST ANNUALLY AND UPDATED IF NEEDED.

DISCUSSION: The public information program should make known, both to the public and to other criminal justice agencies, the facility's goals, objectives and programs. It should provide general information about the facility and specific commentary about news-



worthy incidents. In large facilities, an employee should be designated as public information officer.

2-9025 WRITTEN POLICY AND PROCEDURE GRANT REPRESENTATIVES OF THE MEDIA ACCESS TO THE FACILITY, CONSISTENT WITH THE PRESERVATION OF JUVENILES' PRIVACY AND THE MAINTENANCE OF ORDER AND SECURITY IN THE FACILITY.

DISCUSSION: Except in emergencies, representatives of the media should be granted access to the facility for reporting items of public interest. Their presence, however, should not violate juvenile privacy.

2-9026 THE FACILITY ADMINISTRATION FURNISHES WRITTEN INFORMATION TO THE PARENT AGENCY AT LEAST ANNUALLY, WHICH IS USED TO REPORT ON THE SYSTEM'S OBJECTIVES, PROGRAMS, JUVENILE POPULATION, BUDGET, MAJOR DEVELOPMENTS, PROBLEMS, PLANS AND SUCH ADDITIONAL INFORMATION AS THE PARENT AGENCY MAY REQUIRE.

DISCUSSION: Publication of comprehensive reports at least once a year helps inform the general public, government officials, criminal and juvenile justice administrators and others about the system's programs, services, policies and accomplishments. It provides an opportunity to assess past accomplishments and to redefine future goals.

2-9027 WRITTEN POLICY AND PROCEDURE PROVIDE THAT THE FACILITY ADMINISTRATOR REPORT AT LEAST QUARTERLY TO THE PARENT AGENCY MAJOR PROBLEMS AND PLANS FOR RESOLVING THEM.

DISCUSSION: Routine reporting by individual facilities in a multi-facility or multi-service agency permits top management personnel to stay informed about current programs, activities and problems throughout the system. The use of such reports also permits the heads of various units to work together in joint problem-solving.

#### Private Agencies Only

2-9028 THE FACILITY OPERATES UNDER A CONSTITUTION OR ARTICLES OF INCORPORATION WHICH MEETS ALL OF THE LEGAL REQUIREMENTS OF THE GOVERNMENTAL JURISDICTION IN WHICH THE FACILITY IS LOCATED.

DISCUSSION: A private agency constitution or Articles of Incorporation is the basis for the existence and operation of the program. All states require the inclusion of minimums in the constitution, with periodic reporting to ensure continued operation by the facility.

2-9029 THE FACILITY OR ITS PARENT AGENCY HAS A LOCAL GOVERNING AUTHORITY.

DISCUSSION: The governing authority has legal responsibility for the conduct of the agency affairs. The composition of the governing authority should be representative of the community in which the facility is located so as to enable the community's direct participation in programs for juvenile offenders at a local level.

2-9030 THE FACILITY ADMINISTRATION HAS IDENTIFIED, DOCUMENTED AND PUBLICIZED ITS TAX STATUS WITH THE INTERNAL REVENUE SERVICE.

DISCUSSION: The private facility is required by law to file a tax status report with the Internal Revenue Service. This status should be communicated to the community.

2-9031 THE FACILITY ADMINISTRATION HAS BY-LAWS, APPROVED BY THE GOVERNING AUTHORITY, WHICH ARE FILED WITH THE APPROPRIATE LOCAL, STATE AND/OR FEDERAL BODY.

DISCUSSION: The by-laws of the private facility mandate the operating policies and procedures of that agency, including how it shall conduct its business and assume its responsibilities. The by-laws also outline administrative structures.

2-9032 AT A MINIMUM, THE FACILITY OR ITS PARENT AGENCY BY-LAWS INCLUDE FOR THE GOVERNING AUTHORITY:

- MEMBERSHIP (TYPES, QUALIFICATIONS, COMMUNITY REPRESENTATION, RIGHTS, DUTIES);
- SIZE OF THE GOVERNING BODY;
- METHOD OF SELECTION;
- TERMS OF OFFICE;
- DUTIES AND RESPONSIBILITIES OF OFFICERS;
- TIMES AUTHORITY WILL MEET;
- COMMITTEES;
- QUORUMS;
- PARLIAMENTARY PROCEDURES;
- RECORDING OF MINUTES;
- METHOD OF AMENDING THE BY-LAWS;
- CONFLICT OF INTEREST PROVISIONS; AND
- SPECIFICATION OF THE RELATIONSHIP OF THE CHIEF EXECUTIVE TO THE GOVERNING BODY.

DISCUSSION: Legal requirements provide for minimum inclusions in the by-laws of private facilities concerning the method by which the Board of Trustees or governing authority will operate.

2-9033 WHEN THE FACILITY ADMINISTRATION IS THE GOVERNING AUTHORITY, MEETINGS ARE HELD AS PRESCRIBED IN THE BY-LAWS; A PERMANENT RECORD IS KEPT OF ALL SUCH MEETINGS.

DISCUSSION: In order to facilitate communication with facility staff, establish policy and ensure conformity to legal and fiscal requirements, the governing body will meet as prescribed by the by-laws. Minutes of the meetings are required to accurately record the decisions made and actions taken.

2-9034 THE FACILITY ADMINISTRATION CAN DOCUMENT ITS RELATIONSHIP TO ALL FUNDING AND REGULATORY AGENCIES.

DISCUSSION: Systematic planning with funding agencies and timely reviews with regulatory agencies are important to the continuity of service. Therefore, facilities should maintain continuous communication with those agencies and have in file, copies of all communications, including required reports and reviews.

#### Public Agencies Only

2-9035 THERE EXISTS A COMMUNITY ADVISORY COMMITTEE, REPRESENTATIVE OF THE COMMUNITY, WHICH SERVES AS A LINK BETWEEN THE PROGRAM AND THE COMMUNITY.

DISCUSSION: In order to ensure that there is a relationship between the facility and the community it serves, there should be a group of citizens with a demonstrated interest in and knowledge of the problems of juveniles who are appointed by statute or by administrative regulation to advise the administration on matters relating to policy and problems in facility operation.

2-9036 WRITTEN POLICY AND PROCEDURE PROVIDE THAT THE FACILITY ADMINISTRATOR COOPERATES WITH THE INTERSTATE COMPACT ADMINISTRATOR IN THE RETURN OF JUVENILES CHARGED WITH JUVENILE OFFENSES TO THE REQUESTING STATE, PURSUANT TO THE PROVISIONS OF THE INTERSTATE COMPACT ON JUVENILES.

DISCUSSION: Participation in the Interstate Compact on Juveniles is necessary to control unregulated interstate movement of unsupervised adjudicated juveniles. In cooperating in the implementation of the Interstate Compact, special care must be paid to Article IX, pertaining to detention practices, which provides that "no juvenile or delinquent juvenile shall be placed or detained in any prison, jail, lockup or be detained or transported in association with criminal, vicious or dissolute persons."

## FISCAL MANAGEMENT

2-9037 THE FACILITY ADMINISTRATOR PREPARES AND PRESENTS A BUDGET REQUEST THAT COMPLIES WITH THE POLICIES, PROCEDURES AND INSTRUCTIONS OF THE PARENT AGENCY.

DISCUSSION: The administrator and his administrative staff are responsible for preparing and presenting a budget that will ensure an adequate allocation of resources for facility operations and programming.

2-9038 THE FACILITY ADMINISTRATOR PARTICIPATES IN BUDGET HEARINGS CONDUCTED BY THE GOVERNING BOARD OR PARENT GOVERNMENTAL AGENCY.

DISCUSSION: Because of the significance of budget hearings, the administrator and/or the fiscal manager should participate in the process and be prepared to justify budget requests. In private facilities, the administrator works directly with the governing authority. In public agencies the administrator would work with the designated supervisory level within the parent agency.

2-9039 WRITTEN POLICY AND PROCEDURE GOVERN BUDGET REVISION.

DISCUSSION: Because a budget serves only as a guideline for anticipated revenues and expenditures, periodically it will have to be revised. Any significant revisions should be approved by the appropriate governing body and should adhere to funding source regulations.

2-9040 THE FACILITY'S PLANNING, BUDGETING AND PROGRAM MANAGEMENT FUNCTIONS ARE INTERRELATED, AND ALL ARE LINKED DIRECTLY WITH OBJECTIVES.

DISCUSSION: None.

2-9041 THE PLAN FOR BUDGET PREPARATION REQUIRES THE SYSTEMATIC REVIEW OF EQUIPMENT NEEDS AND THE REPLACEMENT OF EQUIPMENT AS NEEDED.

DISCUSSION: Inadequate equipment hampers the effectiveness of the program both in terms of efficiency and the public's view of the facility. All equipment should be maintained in good working order and replaced periodically in accordance with a written plan and guidelines.

2-9042 THE FISCAL SYSTEM ACCOUNTS FOR ALL INCOME AND EXPENDITURES ON AN ONGOING BASIS.

**DISCUSSION:** The fiscal system should provide administrators with up-to-date information so they can ensure that current objectives are being met, that the fund flow is proceeding as planned, and so they can respond to emerging program needs.

**2-9043 WRITTEN POLICY AND PROCEDURE PROVIDE THAT THE METHODS USED FOR COLLECTION, SAFEGUARDING AND DISBURSEMENTS OF MONIES COMPLY WITH ACCEPTED ACCOUNTING PROCEDURES.**

**DISCUSSION:** The facility's accounting procedures should be compatible with the governing authorities' central accounting system. They should ensure an orderly, accurate and complete record of money transactions.

**2-9044 ALL MONIES COLLECTED AT THE FACILITY ARE SECURED DAILY IN AN OFFICIALLY DESIGNATED AND SECURE PLACE.**

**DISCUSSION:** All monies collected at the facility should be accounted for daily and placed in a secure area; funds should be deposited in a bank on at least a weekly basis. All deposit slips and other documentation should be filed.

**2-9045 REPORTS OF ALL MONIES COLLECTED AND DISBURSED ARE PREPARED AND DISTRIBUTED TO THE PARENT AGENCY AND OTHER DESIGNATED AUTHORITIES.**

**DISCUSSION:** These reports provide an up-to-date accounting of all revenues and expenditures. They are useful to the chief fiscal officer and other top level officials within the parent agency.

**2-9046 WRITTEN POLICIES AND PROCEDURES ADDRESS AT LEAST THE FOLLOWING FISCAL MATTERS:**

- INTERNAL CONTROLS;**
- PETTY CASH;**
- BONDING;**
- SIGNATURE CONTROL ON CHECKS; AND**
- USE OF VOUCHERS IN THE CASE OF GOVERNMENT AGENCIES.**

**DISCUSSION:** The facility should have written policies that regulate how all monies are handled internally. The procedures pursuant to the policies should be approved by the governing authority and will vary according to the size of the facility.

**2-9047 FUNDS ARE AVAILABLE FOR PURCHASING COMMUNITY SERVICES TO SUPPLEMENT EXISTING PROGRAMS.**

**DISCUSSION:** Often times a facility is not able to provide needed services. These gaps in service can be filled through a purchase-of-

service arrangement with community organizations. This concept of purchasing community services can include education, vocational training, specialized health care, etc.

2-9048 WRITTEN POLICY AND PROCEDURE PROVIDE FOR A FINANCIAL AUDIT, INDEPENDENT OF THE FACILITY, WHICH IS CONDUCTED ANNUALLY, OR AT A TIME PERIOD STIPULATED BY APPLICABLE STATUTE OR REGULATION, BUT NOT TO EXCEED THREE YEARS.

DISCUSSION: An outside, certified auditing firm, or the appropriate governmental auditing team, should conduct the audits of the entire institution. This objective review provides the institution with dual assurance that its financial controls are effective.

2-9049 WRITTEN POLICY AND PROCEDURE REGULATE POSITION AND PERSONNEL RECORDS AND THE PAYROLL FUNCTION.

DISCUSSION: To ensure position control in accordance with budget restrictions, the chief fiscal officer should have information on the number and type of positions filled and vacant at any time. The payroll should be based on daily attendance records.

2-9050 THE AGENCY AND/OR FACILITY HAS A WRITTEN POLICY FOR INVENTORY CONTROL OF ALL PROPERTY, ASSETS AND STORES.

DISCUSSION: Written policies should specify all property that is to be inventoried, as well as timetables for conducting inventories. Written procedures should specify methods for controlling equipment, assets and stores.

2-9051 WRITTEN PROCEDURE GOVERNS THE REQUISITION AND PURCHASE OF SUPPLIES AND EQUIPMENT.

DISCUSSION: Supplies and equipment for the entire institution should be procured on a competitive bid basis, preferably through a central purchasing agency, and provision should be made for warehousing when economically desirable. Written policy should include, at a minimum, the purchasing procedure, criteria for the selection of bidders and criteria for vendor selection.

2-9052 WRITTEN POLICY AND PROCEDURE PROVIDE FOR INSURANCE COVERAGE WHICH INCLUDES, AT A MINIMUM, PROPERTY INSURANCE AND COMPREHENSIVE GENERAL LIABILITY INSURANCE; SUCH INSURANCE IS PROVIDED EITHER THROUGH PRIVATE COMPANIES OR SELF-INSURANCE.

DISCUSSION: Comprehensive general liability coverage is the obligation of the corporate entity or individual owner to protect employees and includes workers compensation in accordance with the

laws of the jurisdiction and insurance to protect employees against liability under Title 42, U.S. Code, Section 1983, Civil Rights Act of 1871.

**2-9053 WHEN THERE IS A JUVENILE BENEFIT FUND, WRITTEN POLICY AND PROCEDURE GOVERN ITS OPERATION.**

**DISCUSSION:** Where money is available, from donations, profit from the commissary, etc., a fund should be established for the benefit of the juveniles. This fund can be used to provide additional recreational equipment, for example, or to help indigent juveniles. Responsibility for administering this fund should be fixed with the administrator or designee, controls should be established for collecting and safeguarding the funds, and specific guidelines should govern the expenditure of these funds.

**2-9054 WRITTEN POLICY AND PROCEDURE PROVIDE FOR A COMMISSARY OR CANTEEN AND/OR AN OPPORTUNITY FOR JUVENILES TO PURCHASE, FROM AN APPROVED LIST, ITEMS NOT FURNISHED BY THE FACILITY.**

**DISCUSSION:** The availability of a reasonable selection of personal items is essential for good morale. Restrictions should be placed, however, on commissary purchases, to minimize the effect of differential spending power.

**2-9055 STRICT CONTROLS ARE MAINTAINED OVER OPERATION OF THE JUVENILE COMMISSARY OR CANTEEN AND REGULAR ACCOUNTING PROCEDURES ARE FOLLOWED.**

**DISCUSSION:** Merchandise should be priced on a cost basis plus a limited markup. Strict controls should be maintained over all surplus funds, and profits and interest should be used for the juveniles' welfare and recreation. Independent audits of commissary funds and accounting procedures should be conducted.

**2-9056 WRITTEN POLICY AND PROCEDURE PROVIDE THAT JUVENILES MAY HAVE PERSONAL FUNDS IN INTEREST-BEARING ACCOUNTS; ANY INTEREST ON PERSONAL FUNDS ACCRUES TO THE JUVENILES.**

**DISCUSSION:** Juveniles should have the opportunity to invest money in interest-bearing accounts and have control over their financial resources.

## PERSONNEL

NOTE: IT IS RECOGNIZED THAT AN INSTITUTION MAY OPERATE UNDER THE PERSONNEL POLICIES OF ITS PARENT AGENCY OR STATE PERSONNEL AGENCY.

2-9057 WRITTEN POLICIES AND PROCEDURES REQUIRE THE SELECTION, RETENTION AND PROMOTION OF ALL PERSONNEL ON THE BASIS OF MERIT AND SPECIFIED QUALIFICATIONS.

DISCUSSION: All job qualifications and hiring policies should be examined with the assistance of equal employment specialists from outside the agency. Employment qualifications should be demonstrably related to the skills required to perform the work. Tests should not be culturally biased. To permit selection from a larger pool of applicants, artificial barriers to employment should be removed.

2-9058 WRITTEN POLICY AND PROCEDURE REQUIRE THAT A CRIMINAL RECORD CHECK BE CONDUCTED ON NEW EMPLOYEES.

DISCUSSION: While policy should not automatically preclude the employment of whole classes of persons, such as ex-offenders, the facility or parent agency administration should be aware of any criminal conviction(s) which would preclude working with juveniles in a training school setting. Appropriate releases for information should be obtained from prospective employees.

2-9059 WRITTEN POLICY AND PROCEDURE REQUIRE A PHYSICAL EXAMINATION OF EMPLOYEES BY A PHYSICIAN AT THE TIME OF EMPLOYMENT.

DISCUSSION: Where indicated, employees working with juveniles should meet prescribed standards for physical fitness. Physical examinations should be required to ensure their medical health and ability to perform effectively. Policy should not preclude the hiring of handicapped persons who meet basic health requirements for the position.

2-9060 THERE IS A PERSONNEL POLICY MANUAL, WHICH COVERS, AT A MINIMUM: ORGANIZATION; RECRUITMENT POLICIES AND PROCEDURES; EMPLOYMENT PRACTICES AND PROCEDURES, INCLUDING IN-SERVICE TRAINING; PROMOTION; JOB QUALIFICATIONS, DESCRIPTIONS AND RESPONSIBILITIES; GRIEVANCE PROCEDURES; EMPLOYEE EVALUATION; PHYSICAL FITNESS POLICY; PERSONNEL RECORDS; BENEFITS, HOLIDAYS, LEAVE AND WORK HOURS; BASIS FOR DETERMINING SALARIES; DISCIPLINARY PROCEDURES; RETIREMENT; RESIGNATION AND TERMINATION; STAFF-JUVENILE RELATIONSHIPS; AND EQUAL EMPLOYMENT OPPORTUNITY PROVISIONS.



PERSONNEL

DISCUSSION: The facility's personnel policy should reflect its operational philosophy and should cover all areas relevant to the welfare of personnel and the facility.

2-9061 WRITTEN POLICY AND PROCEDURE REQUIRE THAT A COPY OF ALL PERSONNEL POLICIES AND REGULATIONS IS MADE AVAILABLE TO ALL EMPLOYEES. EACH EMPLOYEE SIGNS A STATEMENT ACKNOWLEDGING RECEIPT OF THE PERSONNEL POLICIES AND REGULATIONS AND HIS OR HER RESPONSIBILITY FOR BEING AWARE OF THEIR CONTENTS.

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

2-9062 THE ADMINISTRATOR REVIEWS THE FACILITY'S PERSONNEL POLICY ANNUALLY AND SUBMITS RECOMMENDED CHANGES TO THE PARENT AGENCY OR GOVERNING BOARD.

DISCUSSION: To ensure equitable and consistent treatment for all employees, personnel regulations should be in writing and should be reviewed and updated annually. Because many of the personnel regulations are established by the jurisdiction of which the youth facility is a part of by the governing board, the facility administrator should work closely with the personnel board of the jurisdiction or the personnel committee of the governing board.

2-9063 THERE IS AN AFFIRMATIVE ACTION PROGRAM THAT HAS BEEN APPROVED BY THE APPROPRIATE GOVERNMENT AGENCY.

DISCUSSION: An affirmative action program should contain necessary guidelines to accomplish the public policy goal of equal employment opportunity. For example, all persons should be able to compete equally for entry into, and promotion within, the institution. The program should also be designed to seek out qualified minority groups and women in order to encourage their participation in the staff development program of the institution. The program should include corrective actions, when needed, in policies regarding rate of pay, demotion, transfer, layoff, termination, and upgrading.

2-9064 WHEN DEFICIENCIES IN REGARD TO THE UTILIZATION OF MINORITY GROUPS AND WOMEN EXIST, THE INSTITUTION CAN DOCUMENT THE IMPLEMENTATION OF ITS AFFIRMATIVE ACTION PROGRAM, SHOWING ANNUAL REVIEWS AND NECESSARY CHANGES REQUIRED TO KEEP IT CURRENT.

**DISCUSSION:** The institution must be able to demonstrate implementation of its affirmative action plan through personnel records or other accepted procedures that reflect increases in hiring and promotion of minority groups and women. A review, at least annually, of the affirmative action program should ensure compliance.

**2-9065** THE FACILITY ADMINISTRATION HAS A WRITTEN POLICY AND PROCEDURE WHICH DOES NOT CATEGORICALLY EXCLUDE EMPLOYMENT OF EX-OFFENDERS.

**DISCUSSION:** None.

**2-9066** WRITTEN POLICY AND PROCEDURE REQUIRE A CURRENT, ACCURATE AND CONFIDENTIAL PERSONNEL RECORD FOR EACH EMPLOYEE; CONFIDENTIALITY IS ENSURED BY RESTRICTING ITS AVAILABILITY ONLY TO THE EMPLOYEE WHO IS THE SUBJECT OF THE RECORD AND TO OTHER AGENCY EMPLOYEES WHO HAVE A NEED FOR THE RECORD IN THE PERFORMANCE OF THEIR DUTIES.

**DISCUSSION:** A personnel record of each employee should contain, at a minimum: initial application, reference letters, appropriate results of employment investigations, verification of training and experience, wage and salary information, job performance evaluation, incident reports, commendations and disciplinary actions, if any. This information should be reliable, accurate and current. All employee records should be confidential subject to existing state and federal law.

**2-9067** WRITTEN POLICY AND PROCEDURE PROVIDE THAT EMPLOYEES CAN CHALLENGE INFORMATION IN THEIR PERSONNEL FILE AND HAVE IT CORRECTED OR REMOVED IF IT IS PROVEN INACCURATE.

**DISCUSSION:** Employees should be permitted to review their personnel file to see that it is current and to check for omission and inaccuracies. Written procedure should specify means for correcting discrepancies.

**2-9068** THE FACILITY ADMINISTRATOR IS APPOINTED BY THE CHIEF EXECUTIVE OFFICER OR GOVERNING BOARD OF THE PARENT AGENCY.

**DISCUSSION:** Because the chief executive officer or governing board of the youth facility's parent agency is responsible for the overall functioning of the facility, that individual or group should select the administrator of the facility.

**2-9069** THE QUALIFICATIONS, AUTHORITY, TENURE AND RESPONSIBILITIES OF THE FACILITY ADMINISTRATOR ARE SPECIFIED BY STATUTE OR BY THE GOVERNING BOARD OF THE PARENT AGENCY.

**DISCUSSION:** Explicit definition is necessary to ensure both that minimum standards are met and that there are no opportunities for political interference with appointments of the facility administrator. These should be specified by statute or by the governing board of the parent agency.

2-9070 THE EDUCATION AND EXPERIENCE QUALIFICATIONS OF THE FACILITY ADMINISTRATOR ARE SPECIFIED IN WRITING BY THE APPOINTING AUTHORITY AND INCLUDE, AT A MINIMUM, A BACHELOR'S DEGREE IN AN APPROPRIATE DISCIPLINE, TWO YEARS OF EXPERIENCE WORKING WITH JUVENILES, AND THREE YEARS IN STAFF SUPERVISION AND ADMINISTRATION; AND/OR, THE COMPLETION OF A CAREER DEVELOPMENT PROGRAM WHICH INCLUDES WORK-RELATED EXPERIENCE, TRAINING, OR COLLEGE CREDITS PROVIDING A LEVEL OF ACHIEVEMENT EQUIVALENT TO THE BACHELOR'S DEGREE.

**DISCUSSION:** The parent agency should be able to demonstrate that the employee is able to handle a variety of tasks relevant to the job, which include an understanding of legislation and relevant case law, the ability to learn and use basic management principles, understand fiscal processes, work with public officials, express oneself logically, and use relevant information in decision-making.

2-9071 THE TERM OF OFFICE OF THE FACILITY ADMINISTRATOR IS CONTINUOUS AND MAY BE TERMINATED ONLY BY THE APPOINTING AUTHORITY FOR GOOD CAUSE AND SUBSEQUENT TO A FORMAL HEARING ON SPECIFIC CHARGES, IF REQUESTED.

**DISCUSSION:** Continuous tenure and termination only by the appointing authority for cause provides stability to the office of the agency administrator and reduces political interference. Many of these positions are no longer covered by civil service provisions. Formal hearings on specific charges protect the administrator from unjustified removal, but at the same time, make a change possible when appropriate.

2-9072 WRITTEN POLICY AND PROCEDURE REQUIRE THAT SUPERVISORY STAFF ARE QUALIFIED PROFESSIONALS IN THEIR FIELDS.

**DISCUSSION:** The fields of education, theology, recreation, social work, library science, medicine, dentistry and psychology require specific preparation to achieve professional status. Staff working in these fields in the facility should be qualified by such standards.

2-9073 THE FACILITY AND/OR PARENT AGENCY ADMINISTRATION SYSTEMATICALLY DETERMINES PERSONNEL REQUIREMENTS IN ALL CATEGORIES OF EMPLOYEES WORKING DIRECTLY WITH JUVENILES IN ORDER TO ENSURE JUVENILE ACCESS TO STAFF AND AVAILABILITY OF SERVICES. PERSONNEL REQUIREMENTS ARE REVIEWED AT LEAST ANNUALLY, OR MORE OFTEN IF NEEDED.

**DISCUSSION:** Determination of staff requirements should not depend solely on the juvenile population. Work load ratios also should reflect factors such as legal requirements, goals to be accomplished, character and needs of youth supervised and other duties required of staff. Staff work loads should be sufficiently low to provide juveniles access to staff and effective services.

**2-9074 WRITTEN POLICY AND PROCEDURE PROVIDE FOR PROVISIONAL APPOINTMENTS TO ENSURE THE AVAILABILITY OF PERSONNEL FOR SHORT-TERM, FULL-TIME OR PART-TIME WORK IN EMERGENCY SITUATIONS.**

**DISCUSSION:** Civil service or merit system requirements should be modified for limited part-time or short-term employment during vacation periods, times of excess juvenile populations and other emergency situations requiring additional personnel. However, those in the reserve pool should meet specified education, experience and personal qualifications even though these may be less stringent than required for full-time permanent service.

**2-9075 WRITTEN POLICY OUTLINES EXPERIENCE AND EDUCATION SUBSTITUTES FOR POSITION QUALIFICATIONS.**

**DISCUSSION:** In cases where a person is highly qualified by reason of experience but does not possess the academic training required by the job description, a substitution of experience should be permitted, however, the experience must be directly related to the position sought. Similarly, there are cases where education may be substituted for experience.

**2-9076 WRITTEN POLICY AND PROCEDURE PROVIDE THAT EMPLOYEES ARE APPOINTED INITIALLY FOR A PROBATIONARY TERM OF NOT LESS THAN SIX MONTHS OR MORE THAN ONE YEAR.**

**DISCUSSION:** Employee performance during the probationary period should be evaluated at least every two months, and the employee should be given the opportunity to discuss the evaluation. Forms for evaluation of employee performance should be developed and used. Persons not performing satisfactorily should be terminated during the probationary period. Employees transferring between facilities in the same system should not be required to repeat a probationary period.

**2-9077 AFTER A PROBATIONARY PERIOD, TERMINATION OR DEMOTION IS PERMITTED ONLY FOR GOOD CAUSE AND SUBSEQUENT TO A FORMAL HEARING ON SPECIFIC CHARGES CONDUCTED BY A CIVIL SERVICE COMMISSION OR OTHER CAREER SERVICE ORGANIZATION, IF REQUESTED.**

**DISCUSSION:** Termination or other adverse personnel actions should be open based on formal hearings and specific charges and processed

PERSONNEL

before an independent organization to ensure fairness. In the case of a private agency, a personnel committee of the governing board may serve as a hearing body.

2-9078 WRITTEN POLICY AND PROCEDURE PROVIDE FOR A WRITTEN ANNUAL PERFORMANCE EVALUATION OF ALL EMPLOYEES, WHICH IS BASED ON DEFINED CRITERIA AND IS REVIEWED AND DISCUSSED WITH THE EMPLOYEE.

DISCUSSION: Annual evaluations may improve individual and organizational performances. To be effective, reviews should be objective and based on specific job criteria and performance standards. The results of the evaluation should be discussed with the employee.

2-9079 THERE IS A WRITTEN GRIEVANCE PROCEDURE FOR EMPLOYEES, WHICH IS AVAILABLE TO THEM AND WHICH HAS BEEN APPROVED BY THE PARENT AGENCY.

DISCUSSION: The facility should indicate specifically the procedure an employee can undertake when a grievance exists, identifying, at a minimum, the hearing body and provisions for appeal, if any. The written grievance procedure should be distributed and explained to all new employees at the time of orientation.

2-9080 COMPENSATION AND BENEFIT LEVELS FOR ALL INSTITUTION PERSONNEL ARE COMPARABLE TO SIMILAR OCCUPATIONAL GROUPS IN THE STATE OR REGION.

DISCUSSION: Competitive salaries and attractive benefits are necessary to recruit and retain high caliber staff. Comparable occupational groups include jobs not unique to corrections, such as teachers, social workers, accountants, and secretaries. The State Salary Survey published by the U.S. Office of Personnel Management can be used as a source document. Benefit levels may consist of some of the following items: group medical/dental insurance, group life insurance, disability insurance, mobility and the exchange of personnel among elements of the criminal justice system. Efforts should be supported that would permit certain benefits, such as pension and accumulated vacation/sick leave to accompany the employee from one institution or agency to another.

2-9081 WRITTEN POLICY AND PROCEDURE PROVIDE FOR LATERAL ENTRY, AS WELL AS PROMOTION FROM WITHIN THE ORGANIZATION.

DISCUSSION: Any individual with the required education, experience and background should be eligible to enter the institution at the level at which the person is qualified. While the facility's personnel policies should emphasize promotion from within, they also should provide for lateral entry across jurisdictions to obtain the best qualified persons to fill positions.

2-9082 WRITTEN POLICY AND PROCEDURE ENSURE THAT CONSULTANTS, CONTRACT PERSONNEL AND VOLUNTEERS WHO WORK WITH JUVENILES COMPLY WITH THE FACILITY'S POLICIES ON CONFIDENTIALITY OF INFORMATION.

DISCUSSION: The facility administration should specify in writing what types of information are confidential between worker and juvenile, what types of information should be shared with other facility personnel, and what type of information can properly be communicated to others outside the facility. Outside workers should agree in writing to respect these policies.

2-9083 WRITTEN POLICY AND PROCEDURE PROVIDE THAT EMPLOYEES ARE REIMBURSED FOR ALL APPROVED EXPENSES INCURRED IN THE PERFORMANCE OF THEIR DUTIES.

DISCUSSION: Procedures should be established and funds provided to ensure that the facility personnel are reimbursed promptly for approved expenses they incur in the performance of their duties.

2-9084 WRITTEN POLICY ENSURES FACILITY COMPLIANCE WITH STATUTES RELATING TO CAMPAIGNING, LOBBYING AND POLITICAL PRACTICES.

DISCUSSION: Facility policy must reflect these regulations and statutes that govern campaigning and other political practices (e.g., Hatch Act) so that the actions of staff will not hinder funding efforts or provision of services.

## TRAINING AND STAFF DEVELOPMENT

NOTE: FOR THE PURPOSE OF THE FOLLOWING STANDARDS, TRAINING SHOULD BE DEFINED AS AN ORGANIZED, PLANNED, AND EVALUATED ACTIVITY DESIGNED TO ACHIEVE SPECIFIC LEARNING OBJECTIVES.

2-9085 WRITTEN POLICY AND PROCEDURE PROVIDE THAT THE FACILITY'S TRAINING PROGRAM FOR ALL EMPLOYEES ARE PLANNED, COORDINATED AND IMPLEMENTED BY A QUALIFIED EMPLOYEE AT THE SUPERVISORY LEVEL WHO HAS COMPLETED 40 HOURS OF TRAINING AS A TRAINER; THE PROGRAM IS REVIEWED ANNUALLY.

DISCUSSION: A full-time staff person, possibly in the parent agency, should have responsibility for planning and implementing the training program and coordinating it with other employee programs. The program should consider the physical characteristics of the facility, its overall mission and types of juveniles served. In facilities with more than 50 employees, a staff member should be assigned full-time to the training function.

2-9086 WRITTEN POLICY AND PROCEDURE PROVIDE THAT ALL TRAINING PROGRAMS ARE PRESENTED BY PERSONS WHO ARE QUALIFIED IN THE AREAS IN WHICH THEY ARE CONDUCTING TRAINING.

DISCUSSION: The development of facility staff is an important responsibility of the administration. The facility training program is a great asset in achieving this task, although training may be conducted through an academy or actual training unit. Only trainers with specialized training should develop and direct the training program.

2-9087 WHERE THERE IS A FULL-TIME TRAINING DIRECTOR, THERE IS AN ADVISORY TRAINING COMMITTEE COMPOSED OF THE TRAINING DIRECTOR AND A REPRESENTATIVE OF EACH DEPARTMENT.

DISCUSSION: An advisory training committee should be established to keep the facility administrator advised of training policies, procedures, and needs for facilities and equipment. The committee also should provide the administrator an assessment of the components of the training program. The advisory training committee should be responsible for developing the training plan for the facility and should meet at least quarterly to review progress and resolve problems. It should maintain a written record of its deliberations, which should be submitted to the administrator.

2-9088 WRITTEN POLICY AND PROCEDURE PROVIDE THAT ALL NEW FULL-TIME EMPLOYEES RECEIVE 40 HOURS OF ORIENTATION/TRAINING PRIOR TO BEING INDEPENDENTLY ASSIGNED TO A PARTI-

CULAR JOB. THIS ORIENTATION/TRAINING IS TO INCLUDE, AT A MINIMUM, ORIENTATION TO THE PURPOSE, GOALS, POLICIES AND PROCEDURES OF THE INSTITUTION AND PARENT AGENCY; WORKING CONDITIONS AND REGULATIONS; RESPONSIBILITIES AND RIGHTS OF EMPLOYEES; AND AN OVERVIEW OF THE JUVENILE JUSTICE AND CORRECTIONAL FIELD. DEPENDING UPON THE EMPLOYEE(S) AND THE REQUIREMENTS OF THE PARTICULAR JOB, THE ORIENTATION/TRAINING MAY INCLUDE SOME PREPARATORY INSTRUCTION RELATED TO THE PARTICULAR JOB. THERE ARE PROVISIONS FOR ACKNOWLEDGING AND GIVING CREDIT FOR PRIOR TRAINING RECEIVED.

DISCUSSION: None.

2-9089 WRITTEN POLICY AND PROCEDURE PROVIDE THAT ALL CLERICAL/SUPPORT EMPLOYEES WHO HAVE MINIMAL CONTACT WITH JUVENILES RECEIVE AN ADDITIONAL 16 HOURS OF TRAINING DURING THE FIRST YEAR OF EMPLOYMENT AND 16 HOURS OF TRAINING EACH YEAR THEREAFTER.

DISCUSSION: Clerical and support personnel who are not in continuous contact with juveniles should be given orientation to the policies, organization, structure, programs and regulations of the institution and parent agency, as well as task orientation relative to their particular job assignments. Ongoing training during subsequent years of employment enable employees to sharpen skills and keep up with changes in operational procedures.



SUMMARY OF ORIENTATION  
AND MINIMUM TRAINING HOURS

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

TITLE	TYPICAL POSITION TITLES	Prior to Job	First Year On the Job	Each Year Thereafter
CLERICAL/SUPPORT (Minimum Contact)	Secretaries, Clerks, Typists, Computer and Warehouse Personnel, Accountants, Personnel Staff	40	16	16
SUPPORT (Regular or Daily Contact)	Food Service, Industry Work Super- visors, Farm Work Supervisors, Maintenance Work Supervisors	40	40	40
PROFESSIONAL SPECIALIST	Case Managers, Counselors, Social Workers, Psychologists, Teachers, Librarians, Medical Personnel, Chaplains, Recreation Specialists	40	40	40
ALL CHILD CARE/ SUPERVISION STAFF	All staff assigned to full-time child care and/or supervision duties	40	120	40
ADMINISTRATIVE/ MANAGEMENT PERSONNEL	Superintendents, Deputy or Assis- tant Superintendents, Business Man- agers, Personnel Directors, Child Care Supervisors, Shift Supervisors	*	80	40

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

\*Training covered by requirements of the job.

2-9090 WRITTEN POLICY AND PROCEDURE PROVIDE THAT ALL SUPPORT EMPLOYEES WHO HAVE REGULAR OR DAILY JUVENILE CONTACT RECEIVE AN ADDITIONAL 40 HOURS OF TRAINING DURING THEIR FIRST YEAR OF EMPLOYMENT AND 40 HOURS OF TRAINING EACH SUBSEQUENT YEAR OF EMPLOYMENT.

DISCUSSION: Food service, industrial supervisors, and other support personnel who, as a part of their job requirements, have day-to-day contact with juveniles should receive specialized training to supplement their particular area of expertise. These individuals should be familiar with policies and procedures of the institution, plus the basic rules of juvenile supervision and security. Ongoing training during subsequent years of employment enables employees to sharpen skills and keep abreast of changes in operational procedures.

2-9091 WRITTEN POLICY AND PROCEDURE PROVIDE THAT ALL PROFESSIONAL SPECIALIST EMPLOYEES WHO HAVE JUVENILE CONTACT RECEIVE AN ADDITIONAL 40 HOURS OF TRAINING DURING THEIR FIRST YEAR OF EMPLOYMENT, AND 40 HOURS OF TRAINING EACH SUBSEQUENT YEAR OF EMPLOYMENT.

DISCUSSION: Case managers, chaplains, teachers, medical personnel, etc., all have received considerable training and education in their field prior to qualifying for a particular position. However, they should receive orientation and training relative to the policies, procedures and regulations of the institution, as well as specific training in their area as it relates to an institutional environment. Ongoing training during subsequent years of employment enables employees to sharpen skills and keep abreast of new developments in their respective fields, as well as changes in operational procedures.

2-9092 WRITTEN POLICY AND PROCEDURE PROVIDE THAT ALL NEW CHILD CARE/SUPERVISION STAFF RECEIVE AN ADDITIONAL 120 HOURS OF TRAINING DURING THEIR FIRST YEAR OF EMPLOYMENT AND 40 HOURS OF TRAINING EACH SUBSEQUENT YEAR OF EMPLOYMENT. AT A MINIMUM THIS TRAINING COVERS THE FOLLOWING AREAS:

- SECURITY PROCEDURES;
- SUPERVISION OF JUVENILES;
- USE OF FORCE REGULATIONS;
- REPORT WRITING;
- JUVENILE RULES AND REGULATIONS;
- RIGHTS AND RESPONSIBILITIES OF JUVENILES;
- FIRE AND EMERGENCY PROCEDURES;
- KEY CONTROL;
- INTERPERSONAL RELATIONS;
- SOCIAL/CULTURAL LIFESTYLES OF THE JUVENILE POPULATION;
- CHILD GROWTH AND DEVELOPMENT;
- COMMUNICATION SKILLS; AND
- FIRST AID.

DISCUSSION: None.

2-9093 ALL PART-TIME STAFF AND VOLUNTEERS WORKING LESS THAN 40 HOURS PER WEEK RECEIVE TRAINING APPROPRIATE TO THEIR ASSIGNMENTS; VOLUNTEERS WORKING THE SAME SCHEDULE AS FULL-TIME, PAID STAFF RECEIVE THE SAME TRAINING AS FULL-TIME STAFF.

DISCUSSION: Since they are under the supervision of full-time staff, part-time staff and volunteers who do not have full-time staff assignments should receive training specific to their particular function. In cases where volunteers function as full-time staff, however, they must receive the same training as provided full-time employees.

2-9094 PERSONNEL WHO WORK WITH JUVENILES CONFINED SEPARATELY FROM THE TOTAL POPULATION RECEIVE SPECIALIZED TRAINING.

DISCUSSION: Staff members assigned to work with juveniles who have been removed from the population for reasons of discipline should receive continuous training that will enable them to implement new knowledge and techniques for working with these juveniles.

2-9095 WRITTEN POLICY AND PROCEDURE PROVIDE THAT ALL ADMINISTRATIVE AND MANAGERIAL STAFF RECEIVE 80 HOURS OF TRAINING DURING THEIR FIRST YEAR OF EMPLOYMENT, AND 40 HOURS OF TRAINING EACH SUBSEQUENT YEAR OF EMPLOYMENT. THIS TRAINING COVERS THE FOLLOWING AREAS, AT A MINIMUM: GENERAL MANAGEMENT AND RELATED SUBJECTS; LABOR LAW; EMPLOYEE-MANAGEMENT RELATIONS; THE INTERACTION OF ELEMENTS OF THE CRIMINAL AND JUVENILE JUSTICE SYSTEMS; AND RELATIONSHIPS WITH OTHER SERVICE AGENCIES.

DISCUSSION: Administrative and managerial staff should receive training that enables them to respond effectively to problems, and to deal effectively with the parent agency, the employees, and the community.

2-9096 LIBRARY AND REFERENCE SERVICES ARE AVAILABLE TO COMPLEMENT THE TRAINING AND STAFF DEVELOPMENT PROGRAM.

DISCUSSION: Staff training programs require employee access to library services. Reference materials should be made available and readily accessible. If materials are not available, arrangements should be made to acquire them from other facilities, e.g., a juvenile justice clearinghouse.

2-9097 SPACE AND EQUIPMENT REQUIRED FOR THE TRAINING AND STAFF DEVELOPMENT PROGRAM ARE PROVIDED.

**DISCUSSION:** Facilities for the training and development should be easily accessible to the staff, free from distracting noise or juvenile observation, and large enough to accommodate 20-30 employees for classroom instruction. Separate locations should be provided for physical training. Equipment should be provided for audio-visual presentations.

2-9098 WRITTEN POLICY AND PROCEDURE PROVIDE FOR COMPENSATING ELIGIBLE STAFF FOR ADDITIONAL TIME SPENT IN TRAINING OR FOR REPLACEMENT PERSONNEL WHEN TRAINING OCCURS ON THE JOB.

**DISCUSSION:** None.

2-9099 WRITTEN POLICY AND PROCEDURE PROVIDE FOR PROFESSIONAL DEVELOPMENT THROUGH PARTICIPATION IN EDUCATIONAL AND PROFESSIONAL OPPORTUNITIES; ADMINISTRATIVE LEAVE AND/OR COMPENSATION IS PROVIDED FOR EMPLOYEES ATTENDING APPROVED EDUCATIONAL PROGRAMS, PROFESSIONAL MEETINGS, SEMINARS AND/OR SIMILAR WORK-RELATED ACTIVITIES.

**DISCUSSION:** None.

## MANAGEMENT INFORMATION AND RESEARCH

**NOTE:** MANAGEMENT INFORMATION SYSTEMS AND RESEARCH ARE OFTEN APPROVED AND IMPLEMENTED THROUGH THE PARENT AGENCY OR CENTRAL OFFICE. MANAGEMENT AND STAFF SHOULD PARTICIPATE IN THE CONDUCT OF THESE PROGRAMS WHICH ARE DIRECTED AT OPERATIONAL AND PROGRAM OBJECTIVES.

### Management Information Systems

**2-9100** THE FACILITY ADMINISTRATOR HAS ACCESS TO AND USES AN ORGANIZED SYSTEM OF INFORMATION RETRIEVAL AND REVIEW THAT IS PART OF AN OVERALL RESEARCH AND DECISION-MAKING CAPACITY.

**DISCUSSION:** Management information systems facilitate decision-making, research and timely responses to offender needs and outside inquiries. They also help ensure protection of the public and efficient and effective use of resources. These functions often are provided by a division of a statewide system. If the parent agency does not provide these functions, the facility should assign selected personnel to these tasks and should provide them adequate training.

**2-9101** FACILITY STAFF ESTABLISHES OR PARTICIPATES IN THE ESTABLISHMENT OF POLICIES AND PROCEDURES DEVELOPED FOR MANAGEMENT INFORMATION PURPOSES. THESE POLICIES ARE REVIEWED AT LEAST ANNUALLY.

**DISCUSSION:** Although these tasks may be assigned to others, the chief executive officer is ultimately responsible for their accomplishment and should review all aspects of the management information system at least annually for relevance, completeness, effectiveness and efficiency.

**2-9102** THERE ARE SPECIFIC, WRITTEN DEFINITIONS OF CRITERIA FOR EVALUATING OVERALL FACILITY PERFORMANCE.

**DISCUSSION:** The institution should develop standard evaluation criteria which consider the nature of events to be counted, the categorization of behaviors and degrees of seriousness to be included, and the duration of the follow-up period.

**2-9103** FACILITY STAFF MAINTAINS A DAILY REPORT OF JUVENILE POPULATION MOVEMENT.

**DISCUSSION:** Accurate and current information should be kept on how many juveniles are in the institution, their names, numbers and

housing assignments. Official daily movement sheets should detail the number and types of admissions and releases each day and the count at the close of the day. These daily reports provide an accurate accounting of the whereabouts and current status of all juveniles.

**2-9104 THE ADMINISTRATOR PARTICIPATES IN THE REVIEW OF POLICIES AND PRACTICES REGARDING THE COLLECTION AND RETENTION OF INFORMATION PERTAINING TO THE JUVENILES ASSIGNED TO THE FACILITY, AT LEAST ANNUALLY.**

**DISCUSSION:** In order to determine whether information about the juveniles is being properly collected, retained and evaluated, it is necessary periodically to review the facility's policies and practices regarding information management. A periodic audit ensures that they are updated and reflect changing conditions and requirements. Also, it provides public accountability and a means for assessing the facility's concern for the interests of the juveniles and the cost to the public.

#### Research and Evaluation

**2-9105 THE FACILITY OR PARENT AGENCY STAFF SUPPORTS AND ENGAGES IN RESEARCH ACTIVITIES RELEVANT TO ITS PROGRAMS.**

**DISCUSSION:** Research can assist the facility in establishing goals, objectives and plans for the future. Controlled experiments, evaluations and policy research can contribute to more efficient and effective facility operations, conservation of resources and increased public safety.

**2-9106 PROGRAMS ARE PERIODICALLY ANALYZED AND EVALUATED TO DETERMINE THEIR CONTRIBUTION TO THE MISSION OF THE FACILITY.**

**DISCUSSION:** Facility programs should be clearly defined in terms of their objectives, cost, and relation to overall institution philosophy and goals. Periodic program analyses and evaluations assist in the identification of productive and nonproductive programs, determination of needed changes, and indication of the need for reordering priorities.

**2-9107 THE ADMINISTRATOR REVIEWS AND APPROVES ALL FACILITY RESEARCH PROJECTS IN CONFORMITY WITH PARENT AGENCY POLICY PRIOR TO IMPLEMENTATION.**

**DISCUSSION:** Research should not be permitted to proceed until the research design and the requirements of facility staff are understood fully and agreed upon.

**2-9108 WRITTEN POLICY AND PROCEDURE GOVERN VOLUNTARY JUVENILE PARTICIPATION IN NONMEDICAL, NONPHARMACEUTICAL AND NONCOSMETIC RESEARCH PROGRAMS.**

**DISCUSSION:** Prospective research programs should be examined by a qualified review board of at least three members. To be approved for implementation, research programs should show relevance and potential benefits to the facility, program, and juveniles involved, and no potentially harmful or negative effects. All participation by juveniles should be on a noncoercive and fully voluntary basis.

## JUVENILE RECORDS

2-9109 WRITTEN POLICY AND PROCEDURE GOVERN RECORD MANAGEMENT AND INCLUDE, BUT ARE NOT LIMITED TO THESE AREAS: ESTABLISHMENT AND UTILIZATION; CONTENT; PRIVACY; SECURITY; PRESERVATION; AND, A SCHEDULE FOR RETIRING OR DESTROYING INACTIVE RECORDS. THESE POLICIES AND PROCEDURES ARE REVIEWED ANNUALLY.

DISCUSSION: The orderly recording, management, and maintenance of data increase the efficiency and effectiveness of service delivery to the courts, release authorities, and offenders. Records facilitate the planning, implementation, and evaluation of programs.

2-9110 THE FACILITY ADMINISTRATION MAINTAINS A RECORD ON EACH JUVENILE, WHICH IS AVAILABLE IN A MASTER FILE AND INCLUDES, AT A MINIMUM, THE FOLLOWING INFORMATION:

NAME, AGE, SEX, PLACE OF BIRTH, AND RACE OR NATIONALITY;  
INITIAL INTAKE INFORMATION FORM;  
DOCUMENTED LEGAL AUTHORITY TO ACCEPT JUVENILE;  
INFORMATION ON REFERRAL SOURCE;  
CASE HISTORY/SOCIAL HISTORY;  
MEDICAL CONSENT FORMS;  
NAME, RELATIONSHIP, ADDRESS AND PHONE NUMBER OF PARENT(S)/GUARDIAN(S) AND PERSON(S) JUVENILE RESIDES WITH AT TIME OF ADMISSION;  
DRIVER'S LICENSE NUMBER, SOCIAL SECURITY NUMBER AND MEDICAID NUMBER, WHEN APPLICABLE;  
COURT AND DISPOSITION;  
INDIVIDUAL PLAN OR PROGRAM;  
SIGNED RELEASE OF INFORMATION FORMS, WHEN REQUIRED;  
PROGRESS REPORTS ON PROGRAM INVOLVEMENT;  
PROGRAM RULES AND DISCIPLINARY POLICY SIGNED BY JUVENILE;  
GRIEVANCE AND DISCIPLINARY RECORD, IF APPLICABLE;  
REFERRALS TO OTHER AGENCIES; AND  
FINAL DISCHARGE OR TRANSFER REPORT.

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

2-9111 THE CONTENTS OF RECORDS ARE IDENTIFIED AND SEPARATED ACCORDING TO AN ESTABLISHED FORMAT.

DISCUSSION: Prescribed means for identifying and separating the contents of records assist staff in locating information, in filing reports properly and in identifying gaps in information.



2-9112 WRITTEN POLICY AND PROCEDURE REQUIRE THAT ALL ENTRIES IN THE MASTER FILE ARE DATED AND IDENTIFIED.

DISCUSSION: It is essential that all information in the case include the dates of entry and the identification of the staff member who recorded it. This procedure will enable the staff members who use this information to assess the relevance of the entries in evaluating the juvenile's progress. Also, it ensures that the persons who make the entries are accountable for them.

2-9113 WRITTEN POLICY AND PROCEDURE PROVIDE THAT RECORDS ARE SAFEGUARDED FROM UNAUTHORIZED AND IMPROPER DISCLOSURE. MANUAL RECORDS ARE MARKED "CONFIDENTIAL" AND KEPT IN LOCKED FILES WHICH ARE ALSO MARKED "CONFIDENTIAL." WRITTEN POLICY AND PROCEDURE PROVIDE THAT WHEN ANY PART OF THE INFORMATION SYSTEM IS COMPUTERIZED, SECURITY ENSURES CONFIDENTIALITY.

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

2-9114 THE ADMINISTRATION USES A CONSENT FORM WHICH COMPLIES WITH APPLICABLE FEDERAL OR STATE REGULATIONS. THE JUVENILE SIGNS A "RELEASE OF INFORMATION CONSENT FORM" PRIOR TO THE RELEASE OF INFORMATION AS REQUIRED BY STATUTE OR REGULATION AND A COPY OF THE FORM IS MAINTAINED IN THE JUVENILE'S CASE RECORD.

DISCUSSION: Confidentiality and protection of information pertaining to juveniles are required by law. Where statutorily required, judicial, law enforcement, correctional and social service authorities involved with the case should be supplied information without consent forms being required. The "Release of Information Consent Form" may include these items: name of person, agency or organization requesting information; name of institution releasing information; specific information to be disclosed; purpose of the information; date consent form was signed; signature of the juvenile; and signature of employee witnessing the juvenile's signature.

2-9115 CONSISTENT WITH STATUTES, WRITTEN POLICY AND PROCEDURE PROVIDE THAT INDIVIDUALS AND AGENCIES MAY HAVE ACCESS TO RECORDS FOR THE PURPOSE OF RESEARCH, EVALUATION AND STATISTICAL ANALYSIS IN ACCORDANCE WITH A FORMAL WRITTEN AGREEMENT WHICH AUTHORIZES ACCESS, SPECIFIES USE OF DATA AND ENSURES CONFIDENTIALITY AND SECURITY.

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

2-9116 WRITTEN POLICY AND PROCEDURE PROVIDE THAT WHEN A JUVENILE IS TRANSFERRED FROM ONE INSTITUTION TO ANOTHER, THE JUVENILE'S UPDATED FILE IS SIMULTANEOUSLY TRANSFERRED, OR TRANSFERRED WITHIN 24 HOURS.

**DISCUSSION:** Continuity of programming requires that the staff of one institution have the benefit of a complete cumulative record developed at other institutions. This procedure should also include the transfer of medical and educational files.

## PHYSICAL PLANT

NOTE: THESE STANDARDS APPLY, AS INDICATED, TO EXISTING INSTITUTIONS, RENOVATIONS, ADDITIONS AND/OR NEW PLANT CONSTRUCTION. NEW CONSTRUCTION IS DEFINED AS THAT FOR WHICH THE FINAL PLANS WERE APPROVED AFTER JANUARY 1, 1983.

Existing, Renovation, Addition, New Plant

2-9117 THE FACILITY CONFORMS TO APPLICABLE ZONING ORDINANCES OR, THROUGH LEGAL MEANS, IS ATTEMPTING TO COMPLY WITH OR CHANGE SUCH LAWS, CODES OR ZONING ORDINANCES.

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

Existing, Renovation, Addition, New Plant

2-9118 THE FACILITY CONFORMS TO APPLICABLE STATE AND LOCAL BUILDING CODES.

DISCUSSION: Often a state or local jurisdiction will license a facility which indicates compliance with all building codes. In those cases where a license is not issued, letters or certificates of compliance are acceptable. In the event the agency is not subject to local (city and/or county) building codes, state codes will be applied to the agency. In the event state codes are not available or applicable, appropriate national codes will be applied to the agency.

Renovation, Addition, New Plant

2-9119 THE TRAINING SCHOOL OPERATES WITH LIVING UNITS OF NO MORE THAN 25 JUVENILES EACH.

DISCUSSION: The use of living units is considered more desirable for youths. Such units permit programs to be conducted on a smaller, more manageable scale with decisions about the youths in them being made by staff who are regularly assigned to the unit who know them best. Each living unit should provide for personalization of living space.

Existing, Renovation, Addition, New Plant

2-9120 THE POPULATION OF THE HOUSING OR LIVING UNITS DOES NOT EXCEED THE RATED BED CAPACITY OF THE FACILITY.

DISCUSSION: The original blueprints or most recent revisions for the facility should be examined to determine its rated bed capacity.

Existing, Renovation, Addition, New Plant

2-9121 IF THE FACILITY IS ON THE GROUNDS OF ANY OTHER TYPE OF CORRECTIONS FACILITY, IT IS A SEPARATE, SELF-CONTAINED UNIT.

DISCUSSION: If the facility is located on property shared with another corrections facility, such as a detention facility, it should be administered as a separate program.

Renovation, Addition, New Plant

2-9122 SPECIAL PURPOSE INSTITUTIONS DO NOT EXCEED A BED CAPACITY OF 50 JUVENILES.

DISCUSSION: A ranch or camp provides a placement away from the immediate community. With a capacity of 50 as a maximum, some of the formal, custodial aspects of a training school are avoided and yet the population is large enough to suggest such program components as school and recreation within the facility.

Existing, Renovation, Addition, New Plant

2-9123 ALL HOUSING AREAS PROVIDE FOR, AT A MINIMUM:

LIGHTING AS DETERMINED BY THE TASKS TO BE PERFORMED;  
 ONE TOILET AND ONE WASH BASIN FOR EVERY FIVE JUVENILES;  
 SHOWERS ACCESSIBLE TO JUVENILES;  
 A HEATING AND VENTILATION AND ACOUSTICAL SYSTEM TO ENSURE  
 HEALTHFUL AND COMFORTABLE LIVING AND WORKING CONDI-  
 TIONS FOR JUVENILES AND STAFF; AND  
 ACCESS TO A DRINKING FOUNTAIN.

DISCUSSION: None.

Renovation, Addition, New Plant

2-9124 THERE ARE NO DORMITORY LIVING UNITS IN TRAINING SCHOOLS.

DISCUSSION: Dormitories of over five youths do not meet the special needs of the detained juvenile and proper supervision is difficult when several juveniles occupy the same room. Individual rooms provide greater personal safety, allow for the personalization of living space and provide greater control over personal possessions.

Existing Facilities Only

2-9125 WHEN USED, MULTIPLE OCCUPANCY ROOMS HOUSE NO LESS THAN THREE AND NO MORE THAN 50 JUVENILES EACH WHO ARE SCREENED FOR SUITABILITY TO GROUP LIVING PRIOR TO ADMISSION. MULTIPLE OCCUPANCY ROOMS ARE CONTINUOUSLY OBSERVED BY STAFF AND PROVIDE THE FOLLOWING FACILITIES AND CONDITIONS:

A MINIMUM FLOOR AREA OF 50 SQUARE FEET PER OCCUPANT IN THE SLEEPING AREA AND A CLEAR FLOOR TO CEILING HEIGHT OF NOT LESS THAN EIGHT FEET;  
TOILET AND SHOWER FACILITIES AT A MINIMUM OF ONE OPERABLE TOILET AND SHOWER FOR EVERY EIGHT OCCUPANTS;  
ONE OPERABLE WASH BASIN WITH HOT AND COLD RUNNING WATER FOR EVERY FIVE OCCUPANTS;  
SINGLE BEDS ONLY;  
ACCESS TO A LOCKER OR PRIVATE STORAGE SPACE FOR EACH OCCUPANT; AND  
NATURAL LIGHT.

DISCUSSION: None.

Existing, Renovation, Addition, New Plant

2-9126 IN TRAINING SCHOOLS THERE IS ONE JUVENILE PER SLEEPING ROOM WHICH HAS A MINIMUM OF 70 SQUARE FEET OF FLOOR SPACE; AND JUVENILES ARE PROVIDED ACTIVITIES OUTSIDE THE ROOM AT LEAST 14 HOURS PER DAY; SPECIAL PURPOSE INSTITUTIONS WHICH HAVE INDIVIDUAL SLEEPING ROOMS MEET THIS REQUIREMENT FOR THESE ROOMS.

DISCUSSION: Individual sleeping rooms are necessary to ensure a reasonable amount of privacy and safety to the juvenile. In secure training schools or secure cottages in training schools, stress is quite severe because of the limits on freedom of movement and privacy. Therefore, the space dimensions listed above are essential to facility operation.

Existing, Renovation, Addition, New Plant

2-9127 EACH SLEEPING ROOM HAS, AT A MINIMUM, THE FOLLOWING FACILITIES AND CONDITIONS:

## SANITATION FACILITIES, INCLUDING ACCESS TO:

TOILET FACILITIES AVAILABLE FOR USE WITHOUT STAFF ASSISTANCE 24 HOURS A DAY; AND  
A WASH BASIN WITH HOT AND COLD RUNNING WATER.

A BED, DESK, HOOKS OR CLOSET SPACE, CHAIR OR STOOL;  
NATURAL LIGHT; AND  
TEMPERATURES ARE APPROPRIATE TO THE SUMMER AND WINTER COMFORT ZONES.

DISCUSSION: Sensory deprivation should be reduced by providing variety in terms of space, surface textures and colors. Natural lighting should be available either by room windows to exterior or from a source within 20 feet of the room. The bed should be elevated from the floor and have a clean, covered mattress with blankets provided as needed. Suggested temperatures are 66 to 80 degrees Fahrenheit in the summer comfort zone, optimally 71 degrees, and 61 to 73 degrees Fahrenheit in the winter comfort zone, optimally 70 degrees.

Existing, Renovation, Addition, New Plant

2-9128 AT LEAST 35 SQUARE FEET OF FLOOR SPACE PER YOUTH IS PROVIDED IN THE DAY ROOM ON EACH LIVING UNIT.

DISCUSSION: The day room is the living room or lounge for each living unit and may be divided into two or more rooms, such as a quiet room for use by juveniles wishing to read or conduct activities requiring separate space. The day room should contain the television, radio or other leisure time equipment. It should be furnished in a living room style, with pictures and other decorations.

Existing, Renovation, Addition, New Plant

2-9129 VENTILATION IS AVAILABLE IN THE EVENT OF A POWER FAILURE.

DISCUSSION: Where the climate warrants, individual rooms which cannot be adequately ventilated by other means should be air conditioned. When ventilation systems fail there should be backup power sources or alternate means of ventilation.

Existing, Renovation, Addition, New Plant

2-9130 WATER FOR SHOWERS IS TEMPERATURE CONTROLLED.

DISCUSSION: Temperature controls are essential to the safety of juveniles.

Existing, Renovation, Addition, New Plant

2-9131 THE TOTAL INDOOR ACTIVITY AREA, WHICH INCLUDES THE GYMNASIUM, MULTIPURPOSE ROOM(S), LIBRARY, ARTS AND CRAFTS ROOM(S) AND ALL OTHER LEISURE AREAS OUTSIDE THE LIVING UNIT, PROVIDES SPACE EQUIVALENT TO A MINIMUM OF 100 SQUARE FEET PER JUVENILE.

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

Existing, Renovation, Addition, New Plant

2-9132 THERE IS AT LEAST 15 SQUARE FEET OF FLOOR SPACE PER PERSON USING THE DINING ROOM OR DINING AREA; SPACE IS PROVIDED FOR GROUP DINING EXCEPT WHERE SECURITY OR SAFETY CONSIDERATIONS JUSTIFY OTHERWISE.

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

Existing, Renovation, Addition, New Plant

2-9133 WHEN THE FACILITY PROVIDES FOOD SERVICE, THE KITCHEN HAS AT LEAST 200 SQUARE FEET OF FLOOR SPACE.

DISCUSSION: Excluding the food storage area, kitchen floor space should be the equivalent of 10 square feet per juvenile; this may be reduced proportionally for larger facilities. Kitchen equipment and food storage facilities should be sufficient for the quantity of food prepared.

Existing, Renovation, Addition, New Plant

2-9134 SCHOOL CLASSROOMS ARE DESIGNED IN CONFORMITY WITH LOCAL OR STATE EDUCATIONAL REQUIREMENTS.

DISCUSSION: None.

Renovation, Addition, New Plant

2-9135 FOR FACILITIES OFFERING A VOCATIONAL PROGRAM, EACH HAS A MINIMUM OF 50 SQUARE FEET PER YOUTH.

DISCUSSION: Some facilities may have a limited capacity for conducting vocational training programs. Wherever possible it is suggested that all such training be conducted outside the facility. The space required for this purpose will vary with the programs involved. If vocational shops are to be part of the program, each shop should have a minimum of 50 square feet per youth.

Existing, Renovation, Addition, New Plant

2-9136 THERE IS A VISITING AREA WHICH ALLOWS FOR PRIVACY DURING VISITS.

DISCUSSION: Relatives, approved friends and attorneys should be able to visit with the juvenile in a private area. This area may be the multipurpose room, a recreation room or a conference room which is used for visiting at specified times.

Existing, Renovation, Addition, New Plant

2-9137 THERE IS A MINIMUM OF ONE ACRE OF OUTDOOR RECREATION SPACE FOR EACH 25-BED LIVING UNIT.

DISCUSSION: Exterior activity areas can be provided at the facility as well as at nearby community resources, wherever feasible. This will depend on location, program, cooperation with community and distance factors. If community resources are not available and sufficient outdoor space is available, it is important to provide an area for field sports and for relaxation.

Existing, Renovation, Addition, New Plant

2-9138 SPACE IS AVAILABLE FOR RELIGIOUS SERVICES.

DISCUSSION: A multipurpose room may be used for religious services, provided there is access to this space when needed.

Existing, Renovation, Addition, New Plant

2-9139 FACILITIES OF MORE THAN 25 JUVENILES HAVE A CENTRAL MEDICAL ROOM WITH MEDICAL EXAMINATION FACILITIES.

DISCUSSION: The dispensary should be located in a centralized but quiet spot. No juvenile, and particularly no juvenile who is ill, should ever be far away from immediate adult care. Very small facilities seldom need a medical room. The youth's bedroom should be used for temporary medical isolation or bed rest; the local hospital should be used for illness requiring nursing care, unless provided by the facility.



Renovation, Addition, New Plant

2-9140 WHEN THERE IS A SECURITY ROOM SEPARATE FROM THE LIVING UNIT, IT IS EQUIPPED WITH PLUMBING AND SECURITY FURNITURE.

DISCUSSION: A juvenile may be placed in a temporary security room instead of his or her own room only when his or her behavior is so out of control that presence near others seriously disturbs the group. This room requires close staff observation.

Existing, Renovation, Addition, New Plant

2-9141 STAFF OFFICES IN LIVING UNITS ARE LOCATED SO THAT STAFF ARE READILY ACCESSIBLE TO JUVENILES.

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

Existing, Renovation, Addition, New Plant

2-9142 THERE ARE STORAGE ROOMS IN THE UNITS FOR CLOTHING, BEDDING AND FACILITY SUPPLIES.

DISCUSSION: Space should be provided in the facility to store and issue clean clothing and bedding and other facility supplies.

Existing, Renovation, Addition, New Plant

2-9143 THERE IS A MINIMUM OF 20 CUBIC FEET OF STORAGE SPACE PER YOUTH FOR CLOTHING, LUGGAGE AND OTHER EFFECTS NOT IN CONTINUOUS USE.

DISCUSSION: Locked storage space is essential to protect the belongings of each juvenile. Procedures should provide for youths to have access to their stored possessions. Also, storage space should be provided in the living units including shelf space for personal items, clothing, etc.

Existing, Renovation, Addition, New Plant

2-9144 AMPLE CLOSETS FOR CLEANING SUPPLIES AND EQUIPMENT HAVE GOOD VENTILATION AND ARE LOCATED IN EACH PRINCIPAL AREA.

**DISCUSSION:** Maintenance of facility sanitation requires adequate consideration of janitorial needs.

#### Renovation, Addition, New Plant

2-9145 THERE IS DOCUMENTATION BY A QUALIFIED SOURCE THAT THE INTERIOR FINISHING MATERIAL IN JUVENILE LIVING AREAS, EXIT AREAS AND PLACES OF PUBLIC ASSEMBLY ARE IN ACCORDANCE WITH RECOGNIZED NATIONAL FIRE SAFETY CODES. (Mandatory)

**DISCUSSION:** No facility furnishings, ceilings, partitions or floors should be constructed of foamed plastics or foamed rubber unless the fire performance characteristics of the material are known and acceptable.

#### Existing, Renovation, Addition, New Plant

2-9146 THERE ARE TWO IDENTIFIABLE EXITS IN EACH JUVENILE HOUSING AREA AND OTHER HIGH DENSITY AREAS TO PERMIT THE PROMPT EVACUATION OF JUVENILES AND STAFF UNDER EMERGENCY CONDITIONS. (Mandatory)

**DISCUSSION:** Emergency exits should be provided to ensure safety of juveniles and staff. Such exits should lead directly to a hazard free area, where adequate supervision can be provided.

#### Addition, New Plant

2-9147 WRITTEN POLICY AND PROCEDURE PROVIDE THAT A NEW TRAINING SCHOOL OR SPECIAL PURPOSE INSTITUTION BE CONSTRUCTED OR AN EXISTING FACILITY BE EXPANDED ONLY AFTER A NEEDS EVALUATION STUDY HAS BEEN COMPLETED BY THE PARENT AGENCY OR OTHER APPROPRIATE AGENCY.

**DISCUSSION:** Before any new training school or special purpose institution is constructed or an existing facility is expanded, an evaluation should be made by the parent agency to determine whether the need is clearly demonstrated, through an in-depth analysis of all pertinent factors. It may be that community-based residential facilities and non-residential programs are more appropriate to meet the needs of the population to be served.

#### New Plant

2-9148 THE FACILITY LOCATION IS DESIGNED WITH PARTICIPATION FROM THE COMMUNITY IN WHICH IT IS TO BE LOCATED.

DISCUSSION: The involvement of leading citizens should be enlisted; they should be informed individually of the purpose of training schools and services, the nature of the building and the program, and the extent of supervision and control. Once their support has been gained, they can then help to interpret the project to their neighbors. Publicity regarding the building site should stress the positive aspects of training schools.

New Plant

2-9149 THE TRAINING SCHOOL IS LOCATED TO FACILITATE USE OF COMMUNITY-BASED SERVICES AND CONTINUED CONTACT BETWEEN YOUTHS AND FAMILY.

DISCUSSION: By locating youth training schools in or adjacent to the communities from which the population is drawn, isolation from the communities is minimized. Also, the juveniles can be reintegrated more easily into the community if they are provided visits from family and friends, home visits, opportunities to participate in recreational and school programs and other community services.

New Plant

2-9150 A WRITTEN PROGRAM PHILOSOPHY IS DEVELOPED FOR THE NEW FACILITY, WHICH INCLUDES, BUT IS NOT LIMITED TO:

- STATEMENT OF GENERAL GOALS AND PURPOSES OF THE FACILITY;
- DESCRIPTION OF THE FACILITY, INCLUDING STATUTORY AUTHORITY AND SERVICES TO BE PROVIDED;
- ANALYSIS OF PROJECTED WORK LOAD, STAFFING, PROGRAMS, AND OPERATING AND CAPITAL BUDGETS;
- ASSESSMENT OF THE IMPACT OF THE FACILITY ON OVERALL OPERATION OF THE PARENT AGENCY;
- JUSTIFICATION FOR THE FACILITY;
- ANALYSIS OF ALTERNATIVE MEANS FOR ACHIEVING THE SAME GOALS;
- DESCRIPTION OF SPACE REQUIREMENTS;
- OUTLINE OF BUDGET AND TIME RESTRICTIONS; AND
- STUDY OF ALTERNATE WAYS OF SATISFYING SPACE REQUIREMENTS, INCLUDING LEASING RENOVATION AND NEW CONSTRUCTION.

DISCUSSION: New facility construction should provide a maximum degree of adaptability to changing programs and operational needs. Unused existing space can often be better utilized by scheduling compatible functions in such a way to make maximum use of all space available. An efficient and adaptable design will respond successfully to changes in policy, operations, programs offered, juvenile population, and/or program objectives.

## New Plant

**2-9151 THE TRAINING SCHOOL DOES NOT EXCEED A BED CAPACITY OF 100 JUVENILES.**

**DISCUSSION:** In a 100 bed training school, as opposed to larger facilities, the possibility that juveniles will know all of the other juveniles is enhanced. Also, each staff person can acquire some familiarity with juveniles, and it is conducive to an environment of safety, normalcy and fairness that is basic to effective rehabilitation.

**2-9152 CONSTRUCTION PROVIDES FOR THE REMOVAL OF ARCHITECTURAL BARRIERS TO PHYSICALLY HANDICAPPED PERSONS.**

**DISCUSSION:** There should be at least one living unit in which to house handicapped juveniles, and all areas of the facility including public areas, should be accessible to, and usable by, the physically handicapped.

**2-9153 EACH LIVING UNIT IS DESIGNED SO THAT INDIVIDUAL ROOMS, DAY ROOMS AND PROGRAM STAFF OFFICES ARE IN CLOSE PROXIMITY TO JUVENILES FOR PURPOSES OF COMMUNICATION AND INTERACTION.**

**DISCUSSION:** An arrangement of bedrooms on one floor with the day room and/or caseworker offices on another floor is not satisfactory. At times during the day it may be necessary for a youth to remain in his or her own room. The youth care worker or caseworker should be able to keep in touch with the youth without losing touch with his or her group, and this cannot be done if the unit is on two floor levels. No juvenile should be locked in a room without a way of communicating with staff, or without staff in quick and easy reach.

**2-9154 LIVING UNITS DO NOT EXCEED TWO STORIES IN HEIGHT.**

**DISCUSSION:** Architectural arrangements such as layout, size of buildings, decor and room size have an effect on the relationships between the juveniles and the staff. Therefore, in order to develop an optimum environment for the normalization of the program, the new juvenile facility is designed to provide for single story or two story types of buildings only, especially for the juvenile living unit.

## **SAFETY AND EMERGENCY PROCEDURES**

**2-9155** THERE IS DOCUMENTATION BY AN INDEPENDENT, QUALIFIED SOURCE THAT THE FACILITY COMPLIES WITH THE APPLICABLE FIRE SAFETY CODE(S). (Mandatory)

**DISCUSSION:** Local or state fire codes must be strictly adhered to in order to ensure the safety and well-being of the juveniles and staff. Reports of periodic inspections and action with respect to such reports must be available. In the event local and/or state codes are not applicable, the requirements of the National Fire Protection Association (NFPA) Life Safety Code, current edition, apply.

**2-9156** WRITTEN POLICY AND PROCEDURE PROVIDE FOR A QUALIFIED FIRE AND SAFETY OFFICER TO ROUTINELY INSPECT THE FACILITIES FOR COMPLIANCE WITH SAFETY AND FIRE PREVENTION STANDARDS, AND FOR A REVIEW OF THIS POLICY AND PROCEDURE ANNUALLY; THERE IS A WEEKLY FIRE AND SAFETY INSPECTION OF THE INSTITUTION BY AN ADMINISTRATIVE STAFF MEMBER. (Mandatory)

**DISCUSSION:** All correctional institutions should provide the maximum degree of safety to protect both juveniles and employees. Institutional inspections and reviews of policy and procedure permit correction of areas which may be potentially dangerous.

**2-9157** WRITTEN POLICY AND PROCEDURE SPECIFY THE FACILITY'S FIRE PREVENTION REGULATIONS AND PRACTICES. THESE INCLUDE, BUT ARE NOT LIMITED TO, THE FOLLOWING:

PROVISION FOR AN ADEQUATE FIRE PROTECTION SERVICE;  
A SYSTEM OF FIRE INSPECTION AND TESTING OF EQUIPMENT AT LEAST QUARTERLY;  
AN ANNUAL INSPECTION BY LOCAL OR STATE FIRE OFFICIALS OR OTHER QUALIFIED PERSON(S); AND  
AVAILABILITY OF FIRE PROTECTION EQUIPMENT AT APPROPRIATE LOCATIONS THROUGHOUT THE INSTITUTION.

(Mandatory)

**DISCUSSION:** The administration should plan and execute all reasonable procedures for the prevention and prompt control of fire. The use of national codes, such as the Life Safety Code, can help to ensure the safety of staff, juveniles and visitors.

**2-9158** THE FACILITY HAS A FIRE ALARM SYSTEM AND AN AUTOMATIC DETECTION SYSTEM WHICH IS APPROVED BY THE AUTHORITY HAVING JURISDICTION. WHENEVER POSSIBLE, ALL SYSTEM ELEMENTS ARE TESTED ON A QUARTERLY BASIS; ADEQUACY AND OPERATION OF THE SYSTEMS ARE APPROVED BY A STATE FIRE OFFICIAL OR OTHER QUALIFIED AUTHORITY ANNUALLY. (Mandatory)

**DISCUSSION:** Fire and/or smoke identification at the earliest possible moment is critical to fire control and fire fighting, as well as to the evacuation of staff and juveniles to preclude smoke inhalation and preserve life and health.

**2-9159 SPECIFICATIONS FOR THE SELECTION AND PURCHASE OF FACILITY FURNISHINGS INDICATE THE FIRE SAFETY PERFORMANCE REQUIREMENTS OF THE MATERIALS SELECTED. (Mandatory)**

**DISCUSSION:** Furnishings, mattresses, cushions, or other items of foamed plastics or foamed rubber, (i.e., polyurethane, polystyrene) may pose a severe hazard due to high smoke production, rapid burning once ignited, and high heat release. Such materials should be subjected to careful fire safety evaluation before purchase or use. It is recommended that cotton mattresses treated with boric acid be used. All polyurethane mattresses should be removed.

**2-9160 INSTITUTION FACILITIES ARE EQUIPPED WITH NONCOMBUSTIBLE RECEPTACLES FOR SMOKING MATERIALS AND SEPARATE CONTAINERS FOR OTHER COMBUSTIBLE REFUSE AT ACCESSIBLE LOCATIONS THROUGHOUT LIVING QUARTERS IN THE INSTITUTION. SPECIAL CONTAINERS ARE PROVIDED FOR FLAMMABLE LIQUIDS AND FOR RAGS USED WITH FLAMMABLE LIQUIDS. (Mandatory)**

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

**2-9161 AN INDEPENDENT, QUALIFIED INSPECTOR WHO IS TRAINED IN THE APPLICATION OF NATIONAL FIRE SAFETY CODES HAS VERIFIED THAT THE TRAVEL DISTANCES TO ALL EXITS IS IN COMPLIANCE WITH CODE REQUIREMENTS. (Mandatory)**

**DISCUSSION:** The NFPA Life Safety Code specifies the travel distances from various areas in the institution for sprinklered and unsprinklered areas. The facility should determine that its evacuation plan is within the limits of this code when no other governing code exists.

**2-9162 ALL BUILDINGS HAVE EXITS WHICH ARE DISTINCTLY AND PERMANENTLY MARKED, KEPT CLEAR AND MAINTAINED IN USABLE CONDITION. (Mandatory)**

**DISCUSSION:** No battery-operated electric light, portable lamp or lantern should be used for primary illumination of exits, but electric battery-operated lighting may be used as an emergency source where normal lighting has failed, as defined in the NFPA National Electrical Code. These requirements also apply to exits in buildings of public or common use.

2-9163 THE FACILITY HAS A WRITTEN EVACUATION PLAN PREPARED IN THE EVENT OF FIRE OR MAJOR EMERGENCY WHICH IS APPROVED BY AN INDEPENDENT, OUTSIDE INSPECTOR TRAINED IN THE APPLICATION OF NATIONAL FIRE SAFETY CODES. THE PLAN IS REVIEWED ANNUALLY, UPDATED IF NECESSARY, AND REISSUED TO THE LOCAL FIRE JURISDICTION. THE PLAN INCLUDES THE FOLLOWING:

LOCATION OF BUILDING/ROOM FLOOR PLANS;  
USE OF EXIT SIGNS AND DIRECTIONAL ARROWS FOR TRAFFIC FLOW;  
LOCATION OF PUBLICLY POSTED PLAN;  
AT LEAST QUARTERLY DRILLS ON ALL SHIFTS IN ALL INSTITUTION LOCATIONS; AND  
STAFF DRILLS FOR EVACUATING EXTREMELY DANGEROUS JUVENILES MAY NOT BE INCLUDED.

(Mandatory)

DISCUSSION: The evacuation plan should also specify routes of evacuation, subsequent disposition and housing of juveniles, and provision for medical care or hospital transportation for injured juveniles and/or staff. Fire drills should include evacuation of all juveniles except when there is clear and convincing evidence that institutional security is jeopardized. Upon such showing, actual evacuation during drills is not required, although staff supervising such juveniles should be required to perform their roles/activity in quarterly drills.

2-9164 WRITTEN POLICY AND PROCEDURE SPECIFY THE MEANS FOR THE RELEASE OF JUVENILES FROM LOCKED AREAS IN CASE OF EMERGENCY AND PROVIDE FOR A BACK-UP SYSTEM. (Mandatory)

DISCUSSION: The responsibilities of personnel in an emergency situation should be clearly defined. They should be aware of the location and identification of keys and be knowledgeable about all evacuation routes. Juveniles should receive instructions concerning emergency procedures. A control station or other locations which are removed from the juvenile living area are provided with reliable means for releasing locks on swinging and sliding doors to permit prompt release of juveniles in the event of fire or other emergency.

2-9165 WRITTEN POLICY AND PROCEDURE GOVERN THE CONTROL AND USE OF ALL FLAMMABLE, TOXIC AND CAUSTIC MATERIALS. (Mandatory)

DISCUSSION: Items such as lye, insecticide, anti-freeze and denatured alcohol can cause death or serious injury. Provision should be made to ensure that juveniles are never in possession of such items unless they are under constant supervision by qualified personnel. Where used, such materials should be stored in secure areas that are inaccessible to juveniles, and a prescribed system should be used to account for their distribution.

2-9166 ALL FACILITY PERSONNEL ARE TRAINED IN THE IMPLEMENTATION OF WRITTEN EMERGENCY PLANS INCLUDING FIRE, RIOT, HOSTAGE, MEDICAL, EVACUATION AND NATURAL DISASTERS. THESE PLANS ARE MADE AVAILABLE TO ALL PERSONNEL, AND THEY ARE REVIEWED AND UPDATED ANNUALLY. (Mandatory)

DISCUSSION: Review of all emergency plans should be an essential element of personnel training and retraining programs. New employees should be familiar with emergency plans prior to permanent work assignment.

2-9167 THERE IS A WRITTEN PLAN, PROVIDED BY THE PARENT AGENCY OR THE FACILITY, THAT PROVIDES FOR CONTINUING OPERATIONS IN THE EVENT OF A WORK STOPPAGE OR OTHER JOB ACTION. COPIES OF THIS PLAN ARE AVAILABLE TO APPROPRIATE SUPERVISORY PERSONNEL.

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

2-9168 POWER GENERATORS ARE TESTED AT LEAST EVERY TWO WEEKS, AND OTHER EMERGENCY EQUIPMENT AND SYSTEMS ARE TESTED AT LEAST QUARTERLY FOR EFFECTIVENESS AND ARE REPAIRED OR REPLACED IF NECESSARY.

DISCUSSION: Frequent checks of emergency equipment, such as standby lighting, batteries, power generators, fire fighting apparatus, communications systems and alarms, ensure their reliability in time of need.

2-9169 THE FACILITY HAS ACCESS TO AN ALTERNATE POWER SOURCE TO MAINTAIN ESSENTIAL SERVICES IN AN EMERGENCY.

DISCUSSION: None.

2-9170 WRITTEN POLICY AND PROCEDURE PROVIDE FOR A COMMUNICATIONS SYSTEM IN EMERGENCY SITUATIONS WITHIN THE FACILITY AND BETWEEN THE FACILITY AND THE COMMUNITY.

DISCUSSION: In emergency situations when conventional means of communication, such as telephones, are disrupted, the facility has available walkie-talkies and/or a radio base station, receivers and transmitters, or other independent mechanical means of communication, in order to maintain constant contact with the outside community. In facilities that are located in areas which are subject to severe storms, tornadoes or hurricanes, it is essential that a ready means of voice communication be maintained with the community.



**SAFETY AND EMERGENCY PROCEDURES**

**2-9171 TRANSPORTATION IS AVAILABLE FOR USE IN EMERGENCIES.**

**DISCUSSION:** An automobile or similar vehicle should be available at all times for use in emergencies. Public transportation should not be relied upon for emergencies.

**2-9172 WRITTEN POLICY AND PROCEDURE GOVERN SAFETY AND SECURITY PRECAUTIONS PERTAINING TO FACILITY AND STAFF VEHICLES.**

**DISCUSSION:** Motor vehicles on facility grounds represent potential means for escape. When vehicles are not in use, ignition keys should be removed and doors and trunks locked.

## SECURITY AND CONTROL

2-9173 THERE IS SUFFICIENT STAFF TO ENSURE THE APPROPRIATE SUPERVISION OF JUVENILES AT ALL TIMES.

DISCUSSION: None.

2-9174 THERE IS A MANUAL CONTAINING ALL OF THE PROCEDURES FOR FACILITY SECURITY AND CONTROL AND DETAILED INSTRUCTIONS FOR IMPLEMENTING THESE PROCEDURES. THIS MANUAL IS AVAILABLE TO ALL STAFF INVOLVED WITH SECURITY AND CONTROL, AND IS REVIEWED AT LEAST ANNUALLY AND UPDATED AS NECESSARY.

DISCUSSION: The manual for facility security and control should contain information on juvenile classification, physical plant inspection, juvenile counts, contraband, key control, tool and equipment control, room equipment, emergency procedures and juvenile programs and activities.

2-9175 THE FACILITY'S PERIMETER IS CONTROLLED BY AN APPROPRIATE MEANS TO PROVIDE THAT JUVENILES REMAIN WITHIN THE PERIMETER AND TO PREVENT ACCESS BY THE GENERAL PUBLIC WITHOUT THE APPROPRIATE AUTHORIZATION.

DISCUSSION: Maximum (or close) and medium security institutions usually require walls or fences, with buffer zones between the buildings and recreation grounds and the barrier. If two fences are used, they should be at least 10 feet apart, and one should be imbedded in concrete for its entire length. Most minimum security institutions rely on single fences, or no fences at all, using various combinations of mechanical surveillance devices (electronic, pressure, sound or laser systems) and mobile patrols to ensure a safe perimeter.

2-9176 WRITTEN POLICY AND PROCEDURE GOVERN SUPERVISION OF ALL JUVENILES OUTSIDE THE FACILITY PERIMETER.

DISCUSSION: Specific procedures should be available to all staff members involved in juvenile activities outside the perimeter.

2-9177 THE FACILITY MAINTAINS A CONTROL CENTER TO PROVIDE ORDER AND SECURITY.

DISCUSSION: A central control is essential for integrating various security and communications functions. The control center should be staffed around the clock, and access to it should be limited. The control center should monitor and take responsibility for juvenile counts, key control, and the coordination of the institution's internal

and perimeter security network. It should serve also as the communications center for the institution. The control center should monitor the operation of various systems: fire alarm, public address, smoke and thermal detection, radio, teletype, computer terminal, surveillance alarms, walk and perimeter lighting, and other mechanical and electrical systems.

2-9178 WRITTEN PROCEDURES SPECIFY HOW JUVENILES PROCEED FROM ONE AREA OF THE FACILITY TO ANOTHER DURING DAYLIGHT AND DARKNESS.

DISCUSSION: Written procedures should be developed to govern the movement of juveniles throughout the facility. Group movement of juveniles from one area of the facility to another, particularly during evening hours, should be regulated.

2-9179 WRITTEN POLICY AND PROCEDURE REQUIRE THAT SUPERVISORY STAFF MAINTAIN A PERMANENT LOG AND PREPARE SHIFT REPORTS THAT RECORD ROUTINE AND EMERGENCY SITUATIONS.

DISCUSSION: Adequate supervision of juveniles requires development of a formal system for recording routine and emergency situations involving juveniles. Each shift should maintain records of pertinent information regarding individual juveniles and groups of juveniles. These records should be compiled daily and reviewed by appropriate administrative staff.

2-9180 THE FACILITY HAS A SYSTEM TO PHYSICALLY COUNT JUVENILES.

DISCUSSION: Counts are scheduled so that they do not conflict with activity programs and normal operating procedures and should be conducted at least once each shift. The staff member responsible for maintaining the master count record should be provided up-to-the-minute information regarding all juvenile housing moves, school and work assignment changes, admissions to the hospital, home visits and other releases, etc.

2-9181 WRITTEN POLICY INCLUDES A PROCEDURE FOR NOTIFYING APPROPRIATE STAFF OF INCREASES AND DECREASES IN THE POPULATION, ON A SHIFT-BY-SHIFT BASIS.

DISCUSSION: The procedure should encompass notification of supervisory personnel and other affected staff including the food service supervisor and record room personnel. This would include juveniles who are admitted, released, transferred, sent to the hospital, on home visit, absent without leave, etc. Temporary transfers within the facility lasting longer than the shift during which it occurred must be noted in writing for the incoming shift.

2-9182 WRITTEN POLICY AND PROCEDURE REQUIRE AT LEAST WEEKLY INSPECTION AND MAINTENANCE OF ALL SECURITY DEVICES, AND CORRECTIVE ACTION IS INITIATED WHEN NECESSARY.

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

2-9183 WRITTEN POLICY AND PROCEDURE REQUIRE THAT LINE SUPERVISORY STAFF INSPECT EVERY AREA OF THE FACILITY DAILY AND SUBMIT A WRITTEN REPORT TO AN ADMINISTRATIVE OFFICIAL FOR REVIEW WHENEVER DEFICIENCIES ARE NOTED.

DISCUSSION: Daily inspections help to maintain a good quality operation and also permit daily assessment of juvenile temper and morale. The chief executive officer, his or her assistant, the chief medical officer and other department heads should visit the facility's living and activity areas at least weekly.

2-9184 THE POLICY REGARDING SEARCHES FOR THE CONTROL OF CONTRABAND IS PUBLISHED, MADE AVAILABLE TO STAFF AND JUVENILES, REVIEWED AT LEAST ANNUALLY AND UPDATED IF NECESSARY.

DISCUSSION: Knowledge that there is a comprehensive and fair plan for searches can inhibit juvenile traffic in contraband. Staff should be trained in effective search techniques that offer protection from bodily harm for both staff and juveniles.

2-9185 WRITTEN POLICY AND PROCEDURE GOVERN THE CONTROL AND USE OF KEYS.

DISCUSSION: The key control system should provide a current accounting of the location and possessor of each key. All keys should be issued from a central control area, and a log should be used to record the number of each key given out, and the names of all employees possessing the keys. All keys should be numbered, and the institution should maintain at least one duplicate key for each lock. Fire and emergency keys should be color-coded and marked for identification by touch. Juveniles should not possess keys other than those to living quarters or work assignments, where appropriate, and to personal lockers.

2-9186 WRITTEN POLICY AND PROCEDURE GOVERN THE CONTROL AND USE OF TOOLS, CULINARY AND MEDICAL EQUIPMENT.

DISCUSSION: Tools and utensils such as hacksaws, welding equipment, butcher knives and barber shears can cause death or serious

injury. They should be controlled and distributed in accordance with a prescribed system.

2-9187 THERE ARE WRITTEN OPERATIONAL SHIFT ASSIGNMENTS OR POST ORDERS WHICH STATE THE DUTIES AND RESPONSIBILITIES FOR EACH ASSIGNED POSITION IN THE FACILITY; THESE SHIFT ASSIGNMENTS ARE REVIEWED AT LEAST ANNUALLY AND UPDATED IF NECESSARY.

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

2-9188 THERE ARE WRITTEN PROCEDURES FOR HANDLING ESCAPES, RUNAWAYS AND UNAUTHORIZED ABSENCES; THESE ARE REVIEWED AT LEAST ANNUALLY AND UPDATED AS NECESSARY.

DISCUSSION: The facility should detail in writing specific procedures that can be effected quickly when an escape or unauthorized absence occurs. These should be made available to all personnel. The procedure should include prompt reporting to appropriate personnel, parent or guardian, mobilization of employees, implementation of a predetermined search plan, notification of law enforcement, community and media interests, and after capture of the escapee, prompt notification of all who were previously alerted to the escape.

2-9189 WRITTEN POLICY AND PROCEDURE PROVIDE SPECIAL MANAGEMENT FOR JUVENILES WITH SERIOUS BEHAVIOR PROBLEMS AND FOR JUVENILES REQUIRING PROTECTIVE CARE.

DISCUSSION: High-risk juveniles who cannot control their assaultive behavior or present a danger to themselves, or who are in constant danger of being victimized by other juveniles, may require special management. The facility should provide appropriate services and programs for them. It may be necessary to separate them from the general population so as to allow for individualized attention.

2-9190 WRITTEN POLICY AND PROCEDURE LIMIT THE USE OF PHYSICAL FORCE TO INSTANCES OF SELF-PROTECTION, PROTECTION OF THE JUVENILE OR OTHERS, PREVENTION OF PROPERTY DAMAGE, PREVENTION OF ESCAPES AND IN ACCORDANCE WITH APPROPRIATE STATUTORY AUTHORITY. IN NO EVENT IS PHYSICAL FORCE JUSTIFIABLE AS PUNISHMENT. A WRITTEN REPORT IS PREPARED FOLLOWING ALL USES OF FORCE AND IS SUBMITTED TO THE FACILITY ADMINISTRATOR. (Mandatory)

DISCUSSION: Only in wholly justifiable instances may physical force be used. Personnel may be required to justify their use of force

before a court of law. Likewise, they may be required to defend their actions in event of civil or criminal suit. Often statutes clearly define limitations on the use of force and these limitations should be observed. Whenever force is used, its use should be fully documented—as to what kind, how much force, why—whether the injuries are to staff or juveniles.

2-9191 WRITTEN POLICY AND PROCEDURE PROVIDE THAT INSTRUMENTS OF RESTRAINT ARE NEVER APPLIED AS PUNISHMENT AND ARE APPLIED ONLY WITH THE APPROVAL OF THE FACILITY ADMINISTRATOR OR DESIGNEE.

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

2-9192 WRITTEN POLICY AND PROCEDURE PROVIDE THAT THE FACILITY MAINTAINS A WRITTEN RECORD OF ROUTINE AND EMERGENCY DISTRIBUTION AND USE OF RESTRAINT EQUIPMENT.

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

2-9193 WRITTEN POLICY AND PROCEDURE GOVERN THE AVAILABILITY, CONTROL AND USE OF CHEMICAL AGENTS AND RELATED SECURITY DEVICES. CHEMICAL AGENTS AND RELATED SECURITY DEVICES ARE USED ONLY AT THE DIRECTION OF THE FACILITY ADMINISTRATOR OR DESIGNEE. A WRITTEN REPORT IS PREPARED FOLLOWING ALL USE OF FORCE AND IS SUBMITTED TO THE FACILITY ADMINISTRATOR.

DISCUSSION: None.

2-9194 WRITTEN POLICY AND PROCEDURE PROVIDE THAT ALL PERSONS INJURED IN AN INCIDENT RECEIVE IMMEDIATE MEDICAL EXAMINATION AND TREATMENT.

DISCUSSION: Immediate medical examination and treatment should be required for the protection of staff and juveniles involved.

2-9195 EXCEPT IN EMERGENCY SITUATIONS, FIREARMS ARE NOT PERMITTED IN THE FACILITY.

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

2-9196 WRITTEN POLICY AND PROCEDURE GOVERN THE TRANSPORTATION OF JUVENILES OUTSIDE THE FACILITY AND FROM ONE JURISDICTION TO ANOTHER.

DISCUSSION: Transportation represents a period of time where normal security is more difficult. Procedures should, therefore, be developed including consideration of number of staff necessary to accompany juveniles during transportation and situations which may require temporary use of mechanical restraints as precaution against incidents which may cause accidents during vehicular transportation.

2-9197 ALL SPECIAL INCIDENTS, INCLUDING BUT NOT LIMITED TO THE TAKING OF HOSTAGES, USE OF RESTRAINT EQUIPMENT OR THE USE OF PHYSICAL RESTRAINT ARE REPORTED IN WRITING, DATED AND SIGNED BY THE STAFF PERSON REPORTING THE INCIDENT. THE REPORT IS PLACED IN THE JUVENILE'S CASE RECORD AND REVIEWED BY THE FACILITY ADMINISTRATOR AND/OR THE PARENT AGENCY.

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

## FOOD SERVICE

**NOTE:** MEALS SHOULD BE SERVED UNDER CONDITIONS THAT MINIMIZE REGIMENTATION. THE DINING AREA SHOULD PROVIDE NORMAL GROUP EATING FACILITIES AND CONVERSATION SHOULD BE PERMITTED DURING DINING ROOM HOURS.

**2-9198** THERE IS DOCUMENTATION THAT THE FACILITY'S SYSTEM OF DIETARY ALLOWANCE IS REVIEWED AT LEAST ANNUALLY BY A DIETICIAN OR PHYSICIAN TO ENSURE COMPLIANCE WITH NATIONALLY RECOMMENDED FOOD ALLOWANCES. (Mandatory)

**DISCUSSION:** A facility that follows this system of dietary allowances, as adjusted for age, sex and activity, ensures the provision of a nutritionally adequate diet. The Recommended Dietary Allowances stated by the National Academy of Sciences should be used as a guide to basic nutritional needs.

**2-9199** MENU EVALUATIONS ARE CONDUCTED AT LEAST QUARTERLY BY FACILITY FOOD SERVICE SUPERVISORY STAFF TO VERIFY ADHERENCE TO THE NATIONALLY RECOMMENDED BASIC DAILY SERVINGS.

**DISCUSSION:** Documentation of menus that are actually served is maintained on a quarterly basis as verification of providing a nutritionally adequate diet. The signature of a certified dietician on the menus indicates official approval of nutritional adequacy.

**2-9200** WRITTEN POLICY AND PROCEDURE REQUIRE THAT FOOD SERVICE STAFF DEVELOP ADVANCED, PLANNED MENUS AND SUBSTANTIALLY FOLLOW THE SCHEDULE; AND THAT IN THE PLANNING AND PREPARATION OF ALL MEALS, FOOD FLAVOR, TEXTURE, TEMPERATURE, APPEARANCE AND PALATABILITY ARE TAKEN INTO CONSIDERATION.

**DISCUSSION:** All menus, including special diets, should be planned, dated, and available for review at least one week in advance. Notations should be made of any substitutions in the meals actually served, and these should be of equal nutritional value. A file of tested recipes adjusted to a yield appropriate for the size of the facility should be maintained on the premises. Food should be served as soon as possible after preparation and at an appropriate temperature. Clinical diets should be approved by a registered dietician and documented accordingly.

**2-9201** A FULL-TIME STAFF MEMBER, EXPERIENCED IN FOOD SERVICE MANAGEMENT, SUPERVISES FOOD SERVICE OPERATIONS.

**DISCUSSION:** A full-time food service manager experienced in food service management should be employed by the facility. This



employee should have the resources, authority and responsibility to provide the facility complete food service that includes three meals a day that are nutritionally adequate, palatable and attractive, and that are produced under sanitary conditions at reasonable cost. The food service manager should have a minimum of three years experience in food service management.

**2-9202 THE DESIGNATED FOOD SERVICE SUPERVISOR RECEIVES TRAINING IN FOOD SERVICE OPERATIONS PRIOR TO ASSUMING THIS RESPONSIBILITY.**

**DISCUSSION:** This training should include, but not be limited to: operations planning, meal preparation, menu planning, staff supervision, ordering procedures, health and safety policies, theft precautions, and inventory control.

**2-9203 THE FOOD SERVICE PLAN PROVIDES FOR A SINGLE MENU FOR STAFF AND JUVENILES.**

**DISCUSSION:** All juveniles and staff in the program, except those persons on special diets, should eat the same meals.

**2-9204 WRITTEN POLICY AND PROCEDURE PROVIDE FOR SPECIAL DIETS AS PRESCRIBED BY APPROPRIATE MEDICAL OR DENTAL PERSONNEL. (Mandatory)**

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

**2-9205 WRITTEN POLICY AND PROCEDURE PROVIDE FOR SPECIAL DIETS FOR JUVENILES WHOSE RELIGIOUS BELIEFS REQUIRE THE ADHERENCE TO RELIGIOUS DIETARY LAWS.**

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

**2-9206 WRITTEN POLICY PRECLUDES THE USE OF FOOD AS A DISCIPLINARY MEASURE.**

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

2-9207 WRITTEN POLICY REQUIRES THAT AT LEAST THREE MEALS, OF WHICH TWO ARE HOT MEALS, ARE PROVIDED AT REGULAR MEAL TIMES DURING EACH 24-HOUR PERIOD, WITH NO MORE THAN 14 HOURS BETWEEN THE EVENING MEAL AND BREAKFAST. PROVIDED BASIC NUTRITIONAL GOALS ARE MET, VARIATIONS MAY BE ALLOWED BASED ON WEEKEND AND HOLIDAY FOOD SERVICE DEMANDS.

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

2-9208 WRITTEN POLICY AND PROCEDURE REQUIRE THAT ACCURATE RECORDS ARE MAINTAINED OF ALL MEALS SERVED.

DISCUSSION: A uniform system should be established to record meals served juveniles, employees, guests and visitors. Such records are required for fiscal accounting, dietary purposes and budget planning. Food service records should include published menus, information on waste, food costs and nutritional accounting, and notation of food products raised or produced in the system.

2-9209 THERE ARE PROVISIONS FOR ADEQUATE STORAGE AND LOADING AREAS AND GARBAGE DISPOSAL FACILITIES.

DISCUSSION: In order to ensure efficient food service and adherence to health and safety regulations, it is essential that the kitchen be located near the spaces it requires to accomplish its mission. The amount of space needed for the kitchen is affected by such variables as type of food service, location of dining area, number of persons to be served, complexity of the menu, equipment placement, storage of mobile equipment and traffic sites.

2-9210 WRITTEN POLICY AND PROCEDURE SPECIFY THAT THE FOOD SERVICES COMPLY WITH THE APPLICABLE SANITATION AND HEALTH CODES AS PROMULGATED BY FEDERAL, STATE AND LOCAL AUTHORITIES. (Mandatory)

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

2-9211 WRITTEN POLICY AND PROCEDURE PROVIDE FOR:

WEEKLY INSPECTION OF ALL FOOD SERVICE AREAS, INCLUDING DINING AND FOOD PREPARATION AREAS AND EQUIPMENT; SANITARY, TEMPERATURE-CONTROLLED STORAGE FACILITIES FOR ALL FOODS; AND

DAILY CHECKS OF REFRIGERATOR AND WATER TEMPERATURES  
BY ADMINISTRATIVE, MEDICAL OR DIETARY PERSONNEL.

DISCUSSION: None.

2-9212 WRITTEN POLICY ENSURES THAT THE SPECIAL FOOD NEEDS  
OF JUVENILES ARE ACCOUNTED FOR IN THE OVERALL PROGRAM OF THE  
FACILITY.

DISCUSSION: The care and treatment of juveniles in training schools requires that special attention be paid to food needs of the youths. The physical growth and development of the juveniles should be taken into account in designing the facility program. In addition to providing a nutritionally adequate diet, care should be exercised to ensure that all other factors related to food service such as space, age and sex, geographic and ethnic makeup of the population, variety and suitable meal hours be considered by the administration. Provision of evening snacks for all juveniles and food for newly admitted youths should be part of the food program.

2-9213 WRITTEN POLICY AND PROCEDURE PROVIDE THAT STAFF  
MEMBERS PROVIDE SUPERVISION OF JUVENILES DURING MEALS.

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

## SANITATION AND HYGIENE

2-9214 THE FACILITY ADMINISTRATION COMPLIES WITH APPLICABLE FEDERAL, STATE AND LOCAL SANITATION AND HEALTH CODES. (Mandatory)

DISCUSSION: The facility should be inspected at least annually by appropriate government officials to ensure the health of personnel and juveniles.

2-9215 WRITTEN POLICY AND PROCEDURE REQUIRE WEEKLY SANITATION INSPECTIONS OF ALL FACILITY AREAS.

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

2-9216 THERE IS A WRITTEN HOUSEKEEPING PLAN FOR THE FACILITY'S PHYSICAL PLANT.

DISCUSSION: Effective housekeeping requires the development of a definite cleaning schedule with personnel and juveniles assigned specific duties. Cleaning activities should be supervised at all times to ensure that the work is performed properly and thoroughly and that equipment and supplies are not wasted.

2-9217 THE INSTITUTION'S POTABLE WATER SOURCE AND SUPPLY, WHETHER OWNED AND OPERATED BY THE PUBLIC WATER DEPARTMENT OR THE INSTITUTION, IS APPROVED BY AN INDEPENDENT, OUTSIDE SOURCE TO BE IN COMPLIANCE WITH JURISDICTIONAL LAWS AND REGULATIONS. (Mandatory)

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

2-9218 WRITTEN POLICY AND PROCEDURE PROVIDE FOR THE CONTROL OF VERMIN AND PESTS. (Mandatory)

DISCUSSION: Any condition conducive to harboring or breeding insects, rodents or other vermin should be eliminated immediately. Licensed pest control professionals should be used when necessary to clean or fumigate the facility. Their use on a regular basis is essential.

2-9219 WRITTEN POLICY AND PROCEDURE PROVIDE FOR WASTE DISPOSAL. (Mandatory)

DISCUSSION: In accordance with local health regulations, liquid and solid wastes should be collected, stored and disposed of in a manner that avoids nuisance and hazards, and protects the health and safety of juveniles and staff. Garbage should be stored in durable, rust-resistant, water-tight, rodent-proof and easily cleanable containers with tight-fitting lids.

2-9220 THERE ARE HAIR CARE SERVICES AVAILABLE TO JUVENILES.

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

2-9221 WRITTEN POLICY AND PROCEDURE REQUIRE THAT ARTICLES NECESSARY FOR MAINTAINING PROPER PERSONAL HYGIENE ARE PROVIDED TO ALL JUVENILES.

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

2-9222 WRITTEN POLICY AND PROCEDURE PROVIDE FOR THE ISSUE OF SPECIAL AND, WHEN APPROPRIATE, PROTECTIVE CLOTHING AND EQUIPMENT TO JUVENILES ASSIGNED TO FOOD SERVICE, HOSPITAL, FARM, GARAGE, INSTITUTION PHYSICAL PLANT MAINTENANCE SHOPS, AND OTHER SPECIAL WORK.

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

2-9223 WRITTEN POLICY AND PROCEDURE PROVIDE FOR THE ISSUE OF SUITABLE CLEAN BEDDING AND LINENS, TO INCLUDE TWO SHEETS, PILLOW AND PILLOWCASE, ONE MATTRESS AND SUFFICIENT BLANKETS TO PROVIDE COMFORT UNDER EXISTING TEMPERATURE CONTROLS. THERE IS PROVISION FOR LINEN EXCHANGE AT LEAST WEEKLY OR MORE OFTEN WHEN HEALTH REASONS DICTATE.

DISCUSSION: Collection, storage and exchange methods for bedding and linens should be done hygienically; that is, blankets, pillows and mattresses should be cleaned and sprayed or sterilized before reissue; linens and towels must be laundered prior to reissue.

2-9224 WRITTEN POLICY SPECIFIES ACCOUNTABILITY FOR CLOTHING AND BEDDING ISSUED TO JUVENILES.

DISCUSSION: The issue of all clothing and bedding should be recorded and juveniles should be held accountable for their use.

2-9225 CLEAN CLOTHING IS PROVIDED FOR JUVENILES WHICH WILL ALLOW FOR CLEAN SOCKS, UNDERWEAR AND TOWELS ON A DAILY BASIS AND OTHER CLOTHING AT LEAST TWICE A WEEK.

DISCUSSION: None.

2-9226 THE STORED SUPPLY OF CLOTHING, LINENS AND BEDDING EXCEEDS THAT REQUIRED FOR THE FACILITY'S MAXIMUM JUVENILE POPULATION.

DISCUSSION: There should be available more clothing, linen and bedding than needed at any one time, so there is no delay in replacing items that are lost, destroyed or worn out.

2-9227 WRITTEN POLICY AND PROCEDURE PROVIDE AN APPROVED SHOWER SCHEDULE WHICH ALLOWS DAILY SHOWERS AND SHOWERS AFTER STRENUOUS EXERCISE.

DISCUSSION: Ideally, each juvenile should be permitted to shower daily; however, no juvenile should be permitted to shower less than three times per week. Juveniles in special jobs, such as food service, medical, sanitation or mechanical service, should be required to bathe as soon as possible after assignment.

2-9228 THE INSTITUTION PROVIDES FOR THE THOROUGH CLEANING AND, WHEN NECESSARY, DISINFECTING OF JUVENILE PERSONAL CLOTHING BEFORE STORAGE OR BEFORE ALLOWING THE JUVENILE TO KEEP AND WEAR PERSONAL CLOTHING.

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

## MEDICAL AND HEALTH CARE SERVICES

2-9229 WRITTEN POLICY AND PROCEDURE PROVIDE FOR THE DELIVERY OF HEALTH CARE SERVICES, INCLUDING MEDICAL, DENTAL AND MENTAL HEALTH SERVICES, UNDER THE CONTROL OF A DESIGNATED HEALTH AUTHORITY. WHEN THIS AUTHORITY IS OTHER THAN A PHYSICIAN, FINAL MEDICAL JUDGEMENTS REST WITH A SINGLE DESIGNATED RESPONSIBLE PHYSICIAN LICENSED IN THE STATE.

DISCUSSION: The parties to the agreement are the governmental funding agency responsible for the facility and/or the facility administrator and the health authority. The responsibility of the health authority includes arranging for all levels of health care and assuring quality of and juvenile access to all health services. Health care services provide for the physical and mental well-being of the population and include medical and dental services, mental health services, nursing, personal hygiene, dietary services, and attending to environmental conditions.

2-9230 MEDICAL, INCLUDING PSYCHIATRIC, AND DENTAL MATTERS INVOLVING MEDICAL JUDGEMENT ARE THE SOLE PROVINCE OF THE RESPONSIBLE PHYSICIAN AND DENTIST, RESPECTIVELY; SECURITY REGULATIONS WHICH ARE APPLICABLE TO FACILITY PERSONNEL ALSO APPLY TO HEALTH PERSONNEL. (Mandatory)

DISCUSSION: The provision of care, although delegated to medical people, is a joint effort and only can be achieved with mutual trust and cooperation. Access to care is such an effort in that the responsible physician arranges for the availability of medical services; the official responsible for the facility provides the administrative support that ensures accessibility of medical services to the juveniles. Security regulations applicable to facility personnel should also apply to the medical personnel. The formulation of a health council often helps part-time doctors and dentists understand the operations of a correctional facility.

2-9231 WRITTEN POLICY AND PROCEDURE REQUIRE A QUARTERLY REPORT ON THE HEALTH DELIVERY SYSTEM AND HEALTH ENVIRONMENT AND AN ANNUAL STATISTICAL SUMMARY.

DISCUSSION: The responsible physician or medical authority submits a quarterly report to the facility administrator and parent agency which includes: the effectiveness of the medical care system; description of any health environment factors which are substandard; changes effected since the last reporting period; and recommended changes. The annual statistical report indicates the number of juveniles receiving medical services by category of care.

2-9232 WRITTEN HEALTH CARE POLICY AND PROCEDURES ARE APPROVED BY THE RESPONSIBLE PHYSICIAN AND/OR MEDICAL ADMINISTRATOR. (Mandatory)

**DISCUSSION:** The standard operating procedures govern the provision of all care to juveniles and are signed by the responsible physician. In systems which have a medical administrator, the administrator should promulgate standard medical procedures for the entire system.

**2-9233 THE SPECIFIC DUTIES OF QUALIFIED MEDICAL PERSONNEL ARE GOVERNED BY WRITTEN JOB DESCRIPTIONS APPROVED BY THE RESPONSIBLE PHYSICIAN AND THE FACILITY ADMINISTRATOR.**

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

**2-9234 TREATMENT BY HEALTH CARE PERSONNEL OTHER THAN A PHYSICIAN, DENTIST, PSYCHOLOGIST, OPTOMETRIST, PODIATRIST OR OTHER INDEPENDENT PROVIDERS IS PERFORMED PURSUANT TO WRITTEN STANDING OR DIRECT ORDERS BY PERSONNEL AUTHORIZED BY LAW TO GIVE SUCH ORDERS. NURSE PRACTITIONERS AND PHYSICIAN'S ASSISTANTS MAY PRACTICE WITHIN THE LIMITS OF APPLICABLE LAWS AND REGULATIONS. (Mandatory)**

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

**2-9235 ARRANGEMENTS ARE MADE WITH HEALTH CARE SPECIALISTS IN ADVANCE OF NEED.**

**DISCUSSION:** A juvenile's illness may require the services of a specialist at any time. Therefore, arrangements with consultants in the major health care specialties should be made in advance of need, by a written agreement.

**2-9236 WRITTEN POLICY AND PROCEDURE SPECIFY THE PROVISION OF MENTAL HEALTH SERVICES FOR JUVENILES IN NEED OF SUCH SERVICES TO INCLUDE, BUT NOT LIMITED TO, SERVICES PROVIDED BY QUALIFIED MENTAL HEALTH PROFESSIONALS WHO MEET EDUCATIONAL AND/OR LICENSURE/CERTIFICATION CRITERIA SPECIFIED BY THEIR RESPECTIVE PROFESSIONAL DISCIPLINES, I.E., PSYCHIATRY, PSYCHOLOGY (PSYCHIATRIC NURSING), AND SOCIAL WORK.**

**DISCUSSION:** Juveniles with severe mental health problems are a continuing and increasing source of concern in correctional institutions. It is essential that an adequate number of qualified staff



members are available both to directly deal with these juveniles as well as to advise other correctional workers in their contacts with such individuals.

2-9237 A WRITTEN AGREEMENT EXISTS BETWEEN THE FACILITY ADMINISTRATION AND A NEARBY HOSPITAL FOR ALL MEDICAL SERVICES WHICH CANNOT BE PROVIDED WITHIN THE FACILITY.

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

2-9238 WRITTEN POLICY AND PROCEDURE GOVERN THE RELATIONSHIP BETWEEN THE RESPONSIBLE PHYSICIAN AND PHYSICIANS IN PRIVATE PRACTICE WORKING IN THE FACILITY.

DISCUSSION: The activities of private physicians working with juveniles in the facility should be coordinated with the responsible physician. This is particularly important where medications are ordered for juveniles in the facility.

2-9239 APPROPRIATE STATE AND FEDERAL LICENSURE, CERTIFICATION OR REGISTRATION REQUIREMENTS AND RESTRICTIONS APPLY TO PERSONNEL WHO PROVIDE HEALTH CARE SERVICES TO JUVENILES. THE DUTIES AND RESPONSIBILITIES OF SUCH PERSONNEL ARE GOVERNED BY WRITTEN JOB DESCRIPTIONS APPROVED BY THE HEALTH AUTHORITY. VERIFICATION OF CURRENT CREDENTIALS AND JOB DESCRIPTIONS ARE ON FILE IN THE FACILITY. (Mandatory)

DISCUSSION: The provision of quality health care should be ensured by using only qualified health care personnel to determine and supervise health care procedures. Written job descriptions should include qualifications required and the specific role in the health care delivery system in keeping with the individual's professional discipline. Verification of qualifications may consist of copies of current credentials or a letter from the state licensing or certifying body regarding current credential status. Nursing services are performed in accordance with professionally recognized standards of nursing practice and the jurisdiction's Nurse Practice Act.

2-9240 IF MEDICAL SERVICES ARE DELIVERED IN THE FACILITY OR THROUGH CONTRACT SERVICES, ADEQUATE SPACE, EQUIPMENT, SUPPLIES AND MATERIALS, AS DETERMINED BY THE RESPONSIBLE PHYSICIAN, ARE PROVIDED FOR THE PERFORMANCE OF PRIMARY HEALTH CARE DELIVERY.

DISCUSSION: The type of space and equipment for an examining room will depend upon the level of sophistication of medicine required in the facility and the capabilities of the health providers.

In all facilities space should be provided where the physicians can examine and treat juveniles in private. Basic equipment generally includes: thermometers, blood pressure cuffs, stethoscope, ophthalmoscope, otoscope, percussion hammer, scale examining table, goose neck light; wash basin and transportation equipment, e.g., wheelchair and litter. If female juveniles receive medical services in the facility, appropriate equipment should be available, i.e., specula, pap and special testing equipment.

2-9241 WRITTEN POLICY AND PROCEDURE REQUIRE THAT FIRST AID KIT(S) ARE AVAILABLE. THE RESPONSIBLE PHYSICIAN APPROVES THE CONTENTS, NUMBER, LOCATION AND PROCEDURE FOR PERIODIC INSPECTION OF THE KIT(S).

DISCUSSION: The medical staff should develop written procedures outlining the use of first aid kits by nonmedical staff.

2-9242 WRITTEN POLICY AND PROCEDURE PROVIDE FOR MEDICAL EXAMINATION OF ANY EMPLOYEE OR JUVENILE SUSPECTED OF A COMMUNICABLE DISEASE.

DISCUSSION: The agency must have provisions for medical examination of any employee or juvenile suspected of a communicable disease. The examination must be conducted and the results made available quickly to ensure prompt and proper treatment of the problem.

2-9243 PROGRAM STAFF ARE INFORMED OF JUVENILES' SPECIAL MEDICAL PROBLEMS. AT THE TIME OF ADMISSION, STAFF ARE INFORMED OF ANY PHYSICAL PROBLEMS WHICH MIGHT REQUIRE MEDICAL ATTENTION.

DISCUSSION: None.

2-9244 WRITTEN POLICY AND PROCEDURE REQUIRE MEDICAL SCREENING TO BE PERFORMED BY HEALTH-TRAINED OR QUALIFIED HEALTH CARE PERSONNEL ON ALL JUVENILES INCLUDING INTRASYSTEM TRANSFERS, UPON ARRIVAL AT THE FACILITY; ALL FINDINGS ARE RECORDED ON A PRINTED SCREENING FORM APPROVED BY THE HEALTH AUTHORITY. (Mandatory)

DISCUSSION: Medical screening is a system of structured inquiry and observation designed to prevent newly arrived juveniles, who pose a health or safety threat to themselves or others, from being admitted to the facility's general population, and to rapidly transport newly admitted juveniles to medical care. Receiving screening can be performed by health care personnel or by health-trained correctional staff at the time of admission.

2-9245 WRITTEN POLICY AND PROCEDURE REQUIRE THAT A HEALTH APPRAISAL FOR EACH JUVENILE, EXCLUDING INTRASYSTEM TRANSFERS, IS COMPLETED WITHIN SEVEN DAYS AFTER ARRIVAL AT THE FACILITY. IN THE CASE OF A JUVENILE WHO HAS DOCUMENTED EVIDENCE OF A HEALTH APPRAISAL WITHIN THE PREVIOUS 90 DAYS, A NEW HEALTH APPRAISAL IS NOT REQUIRED EXCEPT AS DETERMINED BY THE DESIGNATED HEALTH AUTHORITY.

DISCUSSION: A health appraisal should be completed for each juvenile as soon after arrival to the institution as possible in order to detect any health problems which may need immediate attention and to determine if the individual needs any further health care services. Test results, particularly for communicable diseases, should be received and evaluated before a juvenile is assigned to housing in the general population. Information regarding the juvenile's physical and mental status also may dictate housing and activity assignments. When appropriate, additional investigation should be conducted into alcohol and drug abuse, and other related problems. A routine appraisal by mental health staff should be done within 30 days of admission on all new juveniles.

2-9246 WRITTEN POLICY AND PROCEDURE FOR THE COLLECTION AND RECORDING OF HEALTH APPRAISAL DATA REQUIRE THAT:

THE PROCESS IS COMPLETED IN A UNIFORM MANNER AS DETERMINED BY THE HEALTH AUTHORITY;  
HEALTH HISTORY AND VITAL SIGNS ARE COLLECTED BY HEALTH-TRAINED OR QUALIFIED HEALTH PERSONNEL; AND  
COLLECTION OF ALL OTHER HEALTH APPRAISAL DATA IS PERFORMED ONLY BY QUALIFIED HEALTH PERSONNEL.

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

2-9247 A HISTORY OF THE JUVENILE'S IMMUNIZATIONS IS OBTAINED WHEN THE HEALTH APPRAISAL DATA ARE COLLECTED. IMMUNIZATIONS ARE UPDATED, AS REQUIRED, WITHIN LEGAL CONSTRAINTS.

DISCUSSION: Where immunizations are not up-to-date, the facility should ensure that the juvenile is fully protected. The relevant information should be obtained from parents, family physician, school, or other available sources.

2-9248 WRITTEN POLICY AND PROCEDURE ENSURE THAT JUVENILES ARE INFORMED BOTH ORALLY OR IN WRITING OF THE PROCEDURES REQUIRED FOR GAINING ACCESS TO MEDICAL SERVICES.

DISCUSSION: The facility should follow the policy of explaining access procedures orally to juveniles unable to read, and where the

facility frequently has non-English speaking juveniles, procedures should be written in their language.

2-9249 JUVENILES' MEDICAL COMPLAINTS ARE MONITORED AND RESPONDED TO DAILY BY MEDICALLY TRAINED PERSONNEL.

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

2-9250 SICK CALL FOR NON-EMERGENCY MEDICAL SERVICE, CONDUCTED BY A PHYSICIAN AND/OR OTHER QUALIFIED MEDICAL PERSONNEL, IS AVAILABLE TO EACH JUVENILE AS FOLLOWS:

SMALL FACILITIES OF LESS THAN 50 JUVENILES HOLD SICK CALL ONCE PER WEEK, AT A MINIMUM;  
 MEDIUM-SIZED FACILITIES OF 50 TO 200 JUVENILES HOLD SICK CALL AT LEAST THREE TIMES PER WEEK; AND  
 LARGE-SIZE FACILITIES OF OVER 200 JUVENILES HOLD SICK CALL A MINIMUM OF FIVE TIMES PER WEEK.

DISCUSSION: Sick call is the procedure through which each juvenile reports and receives appropriate medical services for non-emergency illness or injury.

2-9251 WHEN SICK CALL IS NOT CONDUCTED BY A PHYSICIAN, A PHYSICIAN IS AVAILABLE ONCE EACH WEEK TO RESPOND TO JUVENILE COMPLAINTS REGARDING SERVICE WHICH THEY DID OR DID NOT RECEIVE FROM OTHER HEALTH PERSONNEL.

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

2-9252 WRITTEN POLICY AND PROCEDURE PROVIDE FOR THE PROMPT NOTIFICATION OF JUVENILES' PARENTS/GUARDIANS AND THE RESPONSIBLE AGENCY IN CASE OF SERIOUS ILLNESS, SURGERY, INJURY, OR DEATH.

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

2-9253 THE FACILITY ADMINISTRATION PROVIDES 24-HOUR EMERGENCY MEDICAL AND DENTAL CARE AVAILABILITY AS OUTLINED IN A WRITTEN PLAN WHICH INCLUDES:

ARRANGEMENTS FOR THE EMERGENCY EVACUATION OF THE JUVENILE FROM THE FACILITY;  
ARRANGEMENTS FOR THE USE OF AN EMERGENCY MEDICAL VEHICLE;  
ARRANGEMENTS FOR THE USE OF ONE OR MORE DESIGNATED HOSPITAL EMERGENCY ROOMS OR OTHER APPROPRIATE HEALTH FACILITIES; AND  
ARRANGEMENTS FOR EMERGENCY ON-CALL PHYSICIAN AND DENTAL SERVICES WHEN THE EMERGENCY HEALTH FACILITY IS NOT LOCATED IN A NEARBY COMMUNITY.

(Mandatory)

DISCUSSION: Emergency care must be provided with efficiency and speed. Referral to the professional or facility appropriate to the health need for the juvenile as well as the juvenile's initial care are governed by triage and written policies.

2-9254 WRITTEN POLICY AND PROCEDURE PROVIDE THAT CHILD CARE STAFF AND OTHER PERSONNEL ARE TRAINED TO RESPOND TO HEALTH-RELATED SITUATIONS WITHIN A FOUR MINUTE RESPONSE TIME. A TRAINING PROGRAM IS ESTABLISHED BY THE RESPONSIBLE HEALTH AUTHORITY IN COOPERATION WITH THE FACILITY ADMINISTRATOR, WHICH INCLUDES THE FOLLOWING:

RECOGNITION OF SIGNS AND SYMPTOMS, AND KNOWLEDGE OF ACTION REQUIRED IN POTENTIAL EMERGENCY SITUATIONS;  
ADMINISTRATION OF FIRST AID AND CARDIOPULMONARY RESUSCITATION (CPR);  
METHODS OF OBTAINING ASSISTANCE;  
SIGNS AND SYMPTOMS OF MENTAL ILLNESS, RETARDATION AND CHEMICAL DEPENDENCY; AND  
PROCEDURES FOR PATIENT TRANSFERS TO APPROPRIATE MEDICAL FACILITIES OR HEALTH CARE PROVIDERS.

(Mandatory)

DISCUSSION: With even the most adequate staff of qualified health care personnel, emergencies can occur in distant parts of the institution; too much time can be lost in getting staff promptly on the scene to handle emergency matters. All child care staff should have standard first aid training. Minimally, one child care worker per shift should be trained in cardiopulmonary resuscitation (CPR) and recognition of symptoms of illness most common to juveniles.

2-9255 CHRONIC CARE, CONVALESCENT CARE AND MEDICAL PREVENTIVE MAINTENANCE ARE PROVIDED TO JUVENILES OF THE FACILITY WHEN MEDICALLY INDICATED.

**DISCUSSION:** Continuing care is medical service rendered to a patient over a long period of time. Convalescent care is medical service rendered to a patient to assist the recovery from illness or injury. Medical preventive maintenance is health education and medical services provided to take advance measures against disease and instruction in self-care for chronic conditions.

**2-9256 DENTAL CARE IS PROVIDED TO EACH JUVENILE UNDER THE DIRECTION AND SUPERVISION OF A DENTIST LICENSED IN THE STATE. THIS CARE INCLUDES:**

**DENTAL SCREENING UPON ADMISSION;  
DENTAL HYGIENE SERVICES WITHIN 14 DAYS OF ADMISSION;  
DENTAL EXAMINATIONS WITHIN SEVEN DAYS OF ADMISSION IF INDICATED; AND  
DENTAL TREATMENT, NOT LIMITED TO EXTRACTIONS, WHEN THE HEALTH OF THE JUVENILE WOULD OTHERWISE BE ADVERSELY AFFECTED.**

**DISCUSSION:** Dental screening and hygiene are performed by medically trained personnel or dentists; dental examination and treatment are performed only by a dentist or designated assistant.

**2-9257 WRITTEN POLICY AND PROCEDURE PROVIDE FOR SCREENING, CARE AND/OR REFERRAL FOR CARE FOR MENTALLY ILL OR RETARDED JUVENILES. THE RESPONSIBLE PHYSICIAN HAS DESIGNATED, IN ADVANCE, SPECIFIC REFERRAL SOURCES.**

**DISCUSSION:** Admission to appropriate health care facilities in lieu of detention should be sought for all suspected mentally ill or retarded juveniles. All sources of assistance for mentally ill and retarded juveniles should be identified in advance of need, and referrals to out-patient community mental health services should be made in all such cases upon notification of the juvenile court with jurisdiction over the juvenile. Transfer of jurisdiction from a juvenile justice agency to a mental health agency requires a judicial proceeding in accordance with the law governing admission to such facilities for persons not adjudicated as delinquents. However, the training school, or its parent agency, should have authority to contract with a mental health agency for short-term emergency care without judicial approval. Emergency transfers to mental health facilities should be approved and supervised by the training school physician and reported to the court the next working day.

**2-9258 WRITTEN POLICY AND PROCEDURE ENSURE A SPECIAL PROGRAM FOR JUVENILES REQUIRING CLOSE MEDICAL SUPERVISION. A WRITTEN MEDICAL TREATMENT PLAN FOR EACH OF THESE PATIENTS IS DEVELOPED BY A PHYSICIAN WHICH INCLUDES DIRECTIONS TO MEDICAL AND NONMEDICAL PERSONNEL REGARDING THEIR ROLES IN THE CARE AND SUPERVISION OF THESE PATIENTS.**

**DISCUSSION:** There are some juveniles whose special medical conditions dictate close medical supervision. These include juveniles who are drug dependent, diabetic, epileptic, physically disabled, mentally deficient, or requiring special diets. In these cases, the facility must respond appropriately by providing a program directed to these needs. The program need not necessarily take place in an infirmary, although a large facility may wish to consider such a setting for the purposes of efficiency.

2-9259 WRITTEN POLICY AND PROCEDURE EXIST FOR DETOXIFICATION FROM ALCOHOL, OPIATES, BARBITURATES AND SIMILAR DRUGS WHICH IS PERFORMED UNDER MEDICAL SUPERVISION.

**DISCUSSION:** Detoxification is a medically supervised procedure designed to remove the poisonous properties of alcohol or drugs from the system. A community health facility should perform this function prior to admission to the detention facility. When done in the facility it should be done under close supervision by medical personnel and trained facility staff.

2-9260 WRITTEN POLICY AND PROCEDURE PROVIDE FOR THE PROPER MANAGEMENT OF PHARMACEUTICALS AND ADDRESS THE FOLLOWING SUBJECTS:

A FORMULARY SPECIFICALLY DEVELOPED FOR THE FACILITY;  
PRESCRIPTION PRACTICES WHICH REQUIRE THAT:

PSYCHOTROPIC MEDICATIONS ARE PRESCRIBED ONLY WHEN CLINICALLY INDICATED AS ONE FACET OF A PROGRAM OF THERAPY;

"STOP ORDER" TIME PERIODS ARE REQUIRED FOR ALL MEDICATIONS; AND

THE PRESCRIBING PROVIDER REEVALUATES A PRESCRIPTION PRIOR TO ITS RENEWAL.

PROCEDURES FOR MEDICATION RECEIPT, STORAGE, DISPENSING AND ADMINISTRATION OR DISTRIBUTION;

MAXIMUM SECURITY STORAGE AND PERIODIC INVENTORY OF ALL CONTROLLED SUBSTANCES, SYRINGES AND NEEDLES;

DISPENSING OF MEDICINE IN CONFORMANCE WITH APPROPRIATE FEDERAL AND STATE LAW;

ADMINISTRATION OF MEDICATION WHICH IS CARRIED OUT BY PERSONS PROPERLY TRAINED AND UNDER THE SUPERVISION OF THE HEALTH AUTHORITY AND FACILITY ADMINISTRATOR OR DESIGNEE;

ACCOUNTABILITY FOR ADMINISTERING OR DISTRIBUTING MEDICATIONS IN A TIMELY MANNER, ACCORDING TO PHYSICIAN ORDERS.

(Mandatory)

**DISCUSSION:** All prescribed and nonprescribed medications stocked in the facility or generated by outside health care providers for use in the facility are placed on the written formulary list.

Dispensing is the issuance of one or more doses of medication from a stock or bulk container. The dispensed medication should be correctly labeled to indicate the name of the patient, the contents of the prescription, directions for its use, and other vital information needed to facilitate correct patient usage. A medication is considered administered or distributed when a single dose of an identified drug is given to a patient.

A controlled substance is a medication that requires a written prescription listing the prescribing physician's or dentist's Drug Enforcement Administration registration number. Provision should be made for the security of all medications.

2-9261 THE PERSON ADMINISTERING MEDICATIONS HAS TRAINING FROM THE RESPONSIBLE PHYSICIAN AND THE OFFICIAL RESPONSIBLE FOR THE FACILITY, IS ACCOUNTABLE FOR ADMINISTERING MEDICATIONS ACCORDING TO ORDERS AND RECORDS THE ADMINISTRATION OF MEDICATIONS IN A MANNER AND ON A FORM APPROVED BY THE RESPONSIBLE PHYSICIAN.

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

2-9262 STIMULANTS, TRANQUILIZERS AND PSYCHOTROPIC DRUGS REQUIRING INTRAMUSCULAR ADMINISTRATION ARE PRESCRIBED ONLY BY A PHYSICIAN, FOLLOWING A PHYSICAL EXAMINATION OF THE JUVENILE BY THE PHYSICIAN, AND ARE ADMINISTERED BY A PHYSICIAN OR REGISTERED NURSE.

DISCUSSION: The administration of drugs and medications which parents would usually administer upon a physician's instructions may be administered by facility staff pursuant to a physician's prescription. However, the dangers involved in the administration of intramuscular and psychotropic drugs require the greater safeguards provided by appropriate medical personnel.

2-9263 UNDER NO CIRCUMSTANCES IS A STIMULANT, TRANQUILIZER OR PSYCHOTROPIC DRUG ADMINISTERED FOR PURPOSES OF PROGRAM MANAGEMENT AND CONTROL, OR FOR PURPOSES OF EXPERIMENTATION AND RESEARCH.

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



2-9264 THE HEALTH RECORD FILE CONTAINS THE FOLLOWING:

THE COMPLETED RECEIVING SCREENING FORM;  
HEALTH APPRAISAL DATA FORMS;  
ALL FINDINGS, DIAGNOSES, TREATMENTS, DISPOSITIONS;  
PRESCRIBED MEDICATIONS AND THEIR ADMINISTRATION;  
LABORATORY, X-RAY AND DIAGNOSTIC STUDIES;  
SIGNATURE AND TITLE OF DOCUMENTOR;  
CONSENT AND REFUSAL FORMS;  
RELEASE OF INFORMATION FORMS;  
PLACE, DATE, AND TIME OF HEALTH ENCOUNTERS;  
HEALTH SERVICE REPORTS, E.G., DENTAL, MENTAL HEALTH AND  
CONSULTATIONS;  
TREATMENT PLAN, INCLUDING NURSING CARE PLAN;  
PROGRESS REPORTS; AND  
DISCHARGE SUMMARY OF HOSPITALIZATION AND OTHER TERMINATION SUMMARIES.

THE METHOD OF RECORDING ENTRIES IN THE RECORDS, THE FORM AND FORMAT OF THE RECORDS, AND THE PROCEDURES FOR THEIR MAINTENANCE AND SAFEKEEPING ARE APPROVED BY THE HEALTH AUTHORITY.

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

2-9265 WRITTEN POLICY AND PROCEDURE UPHOLD THE PRINCIPLE OF CONFIDENTIALITY OF THE HEALTH RECORD AND SUPPORT THESE REQUIREMENTS:

THE ACTIVE HEALTH RECORD IS MAINTAINED SEPARATELY FROM THE CONFINEMENT RECORD;  
ACCESS TO THE HEALTH RECORD IS CONTROLLED BY THE HEALTH AUTHORITY; AND  
THE HEALTH AUTHORITY SHARES WITH THE FACILITY ADMINISTRATOR INFORMATION REGARDING A JUVENILE'S MEDICAL MANAGEMENT, SECURITY AND ABILITY TO PARTICIPATE IN PROGRAMS.

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

2-9266 PROGRAMS AND TRAINING ARE PROVIDED FOR THE DEVELOPMENT OF SOUND HABITS AND PRACTICES REGARDING PERSONAL HYGIENE.

DISCUSSION: Training in personal hygiene is necessary as a preventive medical service. Training should include: dental hygiene, sexual hygiene, bathing, change of clothing, eating habits, exercise, rest, smoking, alcohol and drug use.

2-9267 WRITTEN POLICY AND PROCEDURE PROVIDE THAT WHEN A JUVENILE IS IN NEED OF HOSPITALIZATION, A STAFF MEMBER ACCOMPANIES HIM OR HER AND STAYS WITH THE JUVENILE AT LEAST DURING ADMISSION.

DISCUSSION: The staff member should provide caring support to the juvenile and should take a copy of the parents' medical release form authorizing him or her to provide consent to medical treatment for the facility pursuant to its custodial authority.

2-9268 WRITTEN POLICY AND PROCEDURE PROVIDE THAT ALL INFORMED CONSENT STANDARDS IN THE JURISDICTION ARE OBSERVED AND DOCUMENTED FOR MEDICAL CARE. THE INFORMED CONSENT OF PARENT, GUARDIAN OR LEGAL CUSTODIAN APPLIES WHEN REQUIRED BY LAW. WHEN HEALTH CARE IS RENDERED AGAINST THE PATIENT'S WILL, IT IS IN ACCORD WITH STATE AND FEDERAL LAWS AND REGULATIONS.

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

2-9269 FOR JUVENILES BEING TRANSFERRED TO OTHER FACILITIES, SUMMARIES OR COPIES OF THE MEDICAL HISTORY RECORD ARE FORWARDED TO THE RECEIVING FACILITY PRIOR TO OR AT ARRIVAL.

DISCUSSION: Because the receiving facility has responsibility for medical care of new arrivals, it is imperative that they receive all available medical information as soon as possible. Written authorization of the juvenile is not required for the transfer of this

information. This will reduce duplication of screening procedures, assure continuity in treatment, and reduce the need for segregation until existence of contagious diseases can be determined.

2-9270 IN FACILITIES HOUSING FEMALES, OBSTETRICAL, GYNECOLOGICAL, FAMILY PLANNING AND HEALTH EDUCATION SERVICES ARE PROVIDED AS NEEDED.

DISCUSSION: None.

2-9271 WRITTEN POLICY PROHIBITS THE USE OF JUVENILES FOR MEDICAL, PHARMACEUTICAL OR COSMETIC EXPERIMENTS. THIS POLICY DOES NOT PRECLUDE INDIVIDUAL TREATMENT OF A JUVENILE BASED ON HIS OR HER NEED FOR A SPECIFIC MEDICAL PROCEDURE WHICH IS NOT GENERALLY AVAILABLE. (Mandatory)

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

2-9272 MEDICAL AND DENTAL PROSTHESES ARE PROVIDED WHEN THE HEALTH OF THE JUVENILE WOULD OTHERWISE BE ADVERSELY AFFECTED, AS DETERMINED BY THE RESPONSIBLE PHYSICIAN.

DISCUSSION: Prostheses are artificial devices to replace missing body parts or compensate for defective bodily functioning. The responsible physician, in consultation with special physicians and dentists, determines when the health of the juvenile would otherwise be adversely affected.

## JUVENILE RIGHTS

NOTE: THE BASIC RIGHTS ENUMERATED IN THIS CHAPTER ARE NOT TO BE DIMINISHED OR DENIED FOR DISCIPLINARY REASONS.

2-9273 WRITTEN POLICY AND PROCEDURE PROVIDE THAT JUVENILES ARE NOT SUBJECTED TO DISCRIMINATION BASED ON RACE, RELIGION, NATIONAL ORIGIN, SEX OR PHYSICAL HANDICAP.

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

2-9274 THERE IS EQUAL ACCESS TO PROGRAMS AND SERVICES FOR MALE AND FEMALE JUVENILES IN CO-CORRECTIONAL FACILITIES.

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

2-9275 WRITTEN POLICY AND PROCEDURE PROVIDE THAT SUPERVISION AND CONTROL OF JUVENILES ARE EXERCISED BY STAFF AND/OR TRAINED VOLUNTEERS.

DISCUSSION: The staff have an obligation to ensure that the juveniles participate in a safe and caring environment.

2-9276 THERE IS A WRITTEN GRIEVANCE PROCEDURE, WHICH IS EXPLAINED AND MADE AVAILABLE TO JUVENILES, AND ALLOWS FOR AT LEAST ONE LEVEL OF APPEAL.

DISCUSSION: A grievance procedure is an administrative means for the expression and resolution of juvenile problems. The facility's grievance mechanism should include provision for written responses to all grievances, including the reasons for the decision; provision for response within a prescribed, reasonable time limit, with special provisions for responding to emergencies; provision for advisory review of grievances; provision for participation by staff and juveniles in the design and operation of the grievance procedure; provision for access by all juveniles, with guarantees against reprisal; applicability over a broad range of issues; and means for resolving questions of jurisdiction.

2-9277 WRITTEN POLICY AND PROCEDURE PROVIDE THAT JUVENILES CAN PARTICIPATE IN RELIGIOUS SERVICES AND RELIGIOUS COUNSELING ON A VOLUNTARY BASIS, SUBJECT ONLY TO THE LIMITATIONS NECESSARY TO MAINTAIN ORDER AND SECURITY.

**DISCUSSION:** All religions should be accorded equal status and protection. Provision should be made for voluntary access to appropriate facilities, clergymen or spiritual advisers for religious counseling, publications and religious symbols, and for opportunities to adhere to dietary and other requirements of the various faiths.

2-9278 WRITTEN POLICY AND PROCEDURE GRANT JUVENILES ACCESS TO RECREATIONAL OPPORTUNITIES AND EQUIPMENT, INCLUDING, WHEN THE CLIMATE PERMITS, OUTDOOR EXERCISE.

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

2-9279 WRITTEN POLICY AND PROCEDURE ENSURE THE RIGHT OF JUVENILES TO HAVE ACCESS TO THE COURTS.

**DISCUSSION:** Juveniles shall have the right to present any issue, including challenging the legality of their conviction or placement, seeking redress for illegal conditions or treatment while under correctional control, pursuing remedies in connection with civil legal problems, and asserting against correctional or other governmental authority any other rights protected by constitutional or statutory provision or common law.

2-9280 WRITTEN POLICY AND PROCEDURE PROVIDE ASSISTANCE TO JUVENILES IN MAKING CONFIDENTIAL CONTACT WITH ATTORNEYS AND THEIR AUTHORIZED REPRESENTATIVES; SUCH CONTACT INCLUDES, BUT IS NOT LIMITED TO, TELEPHONE COMMUNICATIONS, UNCENSORED CORRESPONDENCE AND VISITS.

**DISCUSSION:** Facility authorities should assist juveniles in making confidential contact with attorneys and their authorized representatives, who may include law students, special investigators, lay counsel or other persons who have a legitimate connection with the legal issue being pursued. Provision should be made for visits during normal institutional hours, uncensored correspondence, telephone communications, and after hours visits where requested on the basis of special circumstances.

2-9281 WRITTEN POLICY AND PROCEDURE PROVIDE THAT JUVENILES ARE NOT SUBJECTED TO CORPORAL OR UNUSUAL PUNISHMENT, HUMILIATION, MENTAL ABUSE OR PUNITIVE INTERFERENCE WITH THE DAILY FUNCTIONS OF LIVING, SUCH AS EATING OR SLEEPING.

**DISCUSSION:** Any sanctions which may adversely affect a youth's health or physical or psychological well-being are expressly prohibited. Corporal punishment or psychological intimidation should never be practiced. Neither should sanctions be employed that deny juveniles

regular meals, sufficient sleep or exercise, medical care, correspondence privileges or legal assistance. This should not be construed as detracting from the regular and routine enforcement of facility rules or the application of appropriate forms of discipline.

2-9282 JUVENILES ARE NOT REQUIRED TO PARTICIPATE IN UNCOMPENSATED WORK ASSIGNMENTS UNLESS THE WORK IS RELATED TO HOUSEKEEPING, MAINTENANCE OF THE FACILITY OR GROUNDS, PERSONAL HYGIENIC NEEDS OR THE WORK IS PART OF AN APPROVED VOCATIONAL OR TRAINING PROGRAM.

DISCUSSION: Work that benefits the community or the facility may also serve the needs of the confined juveniles. It may be part of a vocational training program, the opportunity to practice existing skills, or simply a relief from boredom.

2-9283 WRITTEN POLICY AND PROCEDURE GRANT JUVENILES THE RIGHT TO COMMUNICATE OR CORRESPOND WITH PERSONS OR ORGANIZATIONS SUBJECT ONLY TO THE LIMITATIONS NECESSARY TO MAINTAIN FACILITY ORDER AND SECURITY.

DISCUSSION: Access to the public is an integral part of rehabilitation. Juveniles should be permitted to communicate with their families and friends, as well as with public officials, the courts and their attorneys. All correspondence should be uncensored.

2-9284 WRITTEN POLICY AND PROCEDURE PROVIDE JUVENILES REASONABLE ACCESS TO THE GENERAL PUBLIC THROUGH THE COMMUNICATIONS MEDIA, SUBJECT ONLY TO THE LIMITATIONS NECESSARY TO MAINTAIN ORDER AND SECURITY AND PROTECT THE JUVENILES' RIGHTS. MEDIA REQUESTS FOR INTERVIEWS AND JUVENILE CONSENTS ARE IN WRITING.

DISCUSSION: Except in emergencies, such as disorders and escapes, juveniles should have free access to the general public through the communications media or other legitimate intermediary. Juveniles should be permitted to conduct interviews with the media, to publish books and articles, and to sell or exhibit any creative objects or works.

2-9285 THERE ARE NO RESTRICTIONS ON THE RIGHT OF JUVENILES TO DETERMINE THE LENGTH AND STYLE OF THEIR HAIR, EXCEPT IN INDIVIDUAL CASES WHERE SUCH RESTRICTIONS ARE NECESSARY FOR REASONS OF HEALTH AND SAFETY.

DISCUSSION: Reasonable restrictions could include the wearing of caps when working around machinery, and the removal of hair when ordered by medical authorities in the treatment of hair infections or lice, if other treatments are ineffective.

2-9286 WRITTEN POLICY AND PROCEDURE AUTHORIZE JUVENILES TO KEEP FACIAL HAIR, IF DESIRED, EXCEPT IN INDIVIDUAL CASES WHERE SUCH RESTRICTIONS ARE NECESSARY FOR REASONS OF HEALTH AND SAFETY.

DISCUSSION: The personal preferences of those administering the facility should not be allowed to interfere with the free choice of appearance.

2-9287 POLICY AND PROCEDURE GOVERN THE POSSESSION OF ITEMS OF JEWELRY THAT COULD BE USED TO INFLICT BODILY HARM.

DISCUSSION: Jewelry often fosters individuality and pride in appearance in an institutional setting; however, the use of jewelry should be balanced against the need for safety.

2-9288 JUVENILES MAY WEAR PERSONAL CLOTHING CONSISTENT WITH FACILITY GUIDELINES OR WEAR COMBINATIONS OF THEIR OWN AND FACILITY CLOTHING.

DISCUSSION: When clothing is provided by the facility, it should be sufficiently varied so as to avoid a uniform appearance among juveniles and should be of proper size and contemporary style.

## RULES AND DISCIPLINE

NOTE: THE STANDARDS IN THIS SECTION SHOULD BE APPLIED WITH CONSIDERATION FOR THE RANGE OF AGES AND MATURITY FOUND IN A JUVENILE TRAINING SCHOOL.

2-9289 WRITTEN RULES OF JUVENILE CONDUCT SPECIFY ACTS PROHIBITED WITHIN THE INSTITUTION AND PENALTIES THAT MAY BE IMPOSED FOR VARIOUS DEGREES OF VIOLATION; THE WRITTEN RULES ARE REVIEWED ANNUALLY AND UPDATED IF NECESSARY.

DISCUSSION: The rules should prohibit only observable behavior that can be shown clearly to have a direct, adverse effect on a juvenile or on good order in the institution. The rules also should specify the range of sanctions that can be imposed for violations. The sanctions should be proportionate to the importance of the rule and the severity of the violation.

2-9290 A RULEBOOK THAT CONTAINS ALL CHARGEABLE OFFENSES, RANGES OF PENALTIES AND DISCIPLINARY PROCEDURES IS POSTED IN A CONSPICUOUS AND ACCESSIBLE AREA; A COPY IS GIVEN TO EACH JUVENILE AND STAFF MEMBER, AND IS TRANSLATED INTO THOSE LANGUAGES SPOKEN BY SIGNIFICANT NUMBERS OF JUVENILES. WHEN A LITERACY OR LANGUAGE PROBLEM PREVENTS A JUVENILE FROM UNDERSTANDING THE RULEBOOK, A STAFF MEMBER OR TRANSLATOR ASSISTS THE JUVENILE IN UNDERSTANDING THE RULES.

DISCUSSION: Provision of a rulebook that lists specific offenses and penalties helps ensure that all persons in the institution understand what behavior is prohibited and what penalties may be applied for violations. Written procedures should specify how the rules and regulations are issued and presented to new juveniles as well as how revisions to rules and regulations are distributed to all juveniles. Rules and regulations governing juvenile conduct are of limited value unless the juvenile understands them.

2-9291 WRITTEN POLICY AND PROCEDURE REQUIRE THAT PERSONNEL WHO WORK WITH JUVENILES RECEIVE CONTINUOUS IN-SERVICE TRAINING IN THE RULES OF JUVENILE CONDUCT, THE SANCTIONS AVAILABLE AND THE RATIONALE FOR THE RULES.

DISCUSSION: The clarity and specificity of the rules, together with this training, should preclude discrepancies among staff members in interpretation.

2-9292 THERE ARE WRITTEN GUIDELINES FOR INFORMALLY RESOLVING MINOR JUVENILE MISBEHAVIOR.



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

2-9293 WRITTEN POLICY AND PROCEDURE SPECIFY THAT ROOM RESTRICTION FOR MINOR MISBEHAVIOR SERVES ONLY A "COOLING OFF" PURPOSE, IS SHORT IN TIME DURATION, WITH THE TIME PERIOD - FIFTEEN MINUTES TO SIXTY MINUTES - SPECIFIED AT THE TIME OF ASSIGNMENT.

**DISCUSSION:** Juveniles are quick to act out and usually just as quick to recover from their temper flare-up. A few minutes' restriction to their room is often all that is needed to correct the situation and permit the juvenile to resume his/her normal routine.

2-9294 WRITTEN POLICY AND PROCEDURE REQUIRE THAT PRIOR TO ROOM RESTRICTION, THE JUVENILE HAS THE REASONS FOR THE RESTRICTION EXPLAINED TO HIM/HER AND HAS AN OPPORTUNITY TO EXPLAIN THE BEHAVIOR LEADING TO THE RESTRICTION.

**DISCUSSION:** Prior to punishment for any rule infraction, the youth should be given an opportunity to explain the reason(s) for the rule violation.

2-9295 DURING ROOM RESTRICTION STAFF CONTACT IS MADE WITH THE JUVENILE AT LEAST EVERY 15 MINUTES, DEPENDING ON HIS/HER EMOTIONAL STATE. THE JUVENILE ASSISTS IN DETERMINING THE END OF THE RESTRICTION PERIOD.

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

2-9296 WRITTEN POLICY AND PROCEDURE REQUIRE THAT EMPLOYEES PREPARE A DISCIPLINARY REPORT WHEN THEY HAVE A REASONABLE BELIEF THAT A JUVENILE HAS COMMITTED A MAJOR VIOLATION OF FACILITY RULES OR REPORTABLE MINOR VIOLATIONS.

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

2-9297 DISCIPLINARY REPORTS PREPARED BY STAFF MEMBERS INCLUDE, BUT ARE NOT LIMITED TO, THE FOLLOWING INFORMATION:

SPECIFIC RULE VIOLATED;  
CLEAR STATEMENT OF THE VIOLATION;

ANY UNUSUAL JUVENILE BEHAVIOR;  
 ANY STAFF OR JUVENILE WITNESSES;  
 DISPOSITION OF ANY PHYSICAL EVIDENCE;  
 ANY IMMEDIATE ACTION TAKEN, INCLUDING THE USE OF FORCE  
 (IF USED);  
 REPORTING STAFF MEMBER'S SIGNATURE, AND DATE AND TIME  
 REPORT IS MADE.

DISCUSSION: In order to properly assess charges of rule violations against juveniles, it is essential that all pertinent information be recorded on a disciplinary report form. This information should be as specific and comprehensive as possible.

2-9298 WRITTEN POLICY AND PROCEDURE SPECIFY THAT WHEN AN ALLEGED MAJOR RULE VIOLATION IS REPORTED, AN INVESTIGATION IS BEGUN WITHIN 24 HOURS OF THE TIME THE VIOLATION IS REPORTED, EXCEPT WHERE THERE ARE EXTRAORDINARY CIRCUMSTANCES.

DISCUSSION: Investigations of alleged rule violations should be commenced as soon as possible after the incident is reported. The investigating person should be a supervisory staff member and should not be the employee who reported the incident.

2-9299 WRITTEN POLICY AND PROCEDURE REQUIRE THAT A JUVENILE CHARGED WITH A MAJOR VIOLATION OF FACILITY RULES IS GIVEN A WRITTEN COPY OF THE ALLEGED RULE VIOLATION(S) WITHIN 24 HOURS OF THE INFRACTION(S).

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

2-9300 WHEN A JUVENILE HAS BEEN CHARGED WITH A MAJOR RULE VIOLATION REQUIRING CONFINEMENT FOR THE SAFETY OF THE JUVENILE OR OTHER JUVENILES, OR TO ENSURE THE SECURITY OF THE FACILITY, THE YOUTH MAY BE CONFINED FOR A PERIOD OF UP TO 24 HOURS. CONFINEMENT FOR PERIODS OF OVER 24 HOURS IS REVIEWED EVERY 24 HOURS BY THE ADMINISTRATOR OR DESIGNEE WHO WAS NOT INVOLVED IN THE INCIDENT.

DISCUSSION: None.

2-9301 WRITTEN POLICY AND PROCEDURE SPECIFY THAT JUVENILES PLACED IN CONFINEMENT SEPARATE FROM THEIR LIVING UNIT ARE AFFORDED LIVING CONDITIONS AND PRIVILEGES APPROXIMATING THOSE AVAILABLE TO THE GENERAL JUVENILE POPULATION; EXCEPTIONS ARE JUSTIFIED BY CLEAR AND SUBSTANTIATED EVIDENCE.

DISCUSSION: To the extent possible, juveniles in confinement should have a room with 70 square feet of floor space, food, clothing,

exercise and other services and privileges comparable to those available to the general population. Where services or privileges are denied these juveniles, written justification should be provided.

2-9302 JUVENILES PLACED IN CONFINEMENT SEPARATE FROM THEIR LIVING UNIT ARE VISUALLY CHECKED BY STAFF AT LEAST EVERY 15 MINUTES AND VISITED AT LEAST ONCE EACH DAY BY PERSONNEL FROM ADMINISTRATIVE, CLINICAL, SOCIAL WORK, RELIGIOUS OR MEDICAL UNITS. A LOG IS KEPT STATING WHO AUTHORIZED CONFINEMENT, PERSONS VISITING THE JUVENILE, THE PERSON AUTHORIZING RELEASE FROM CONFINEMENT AND THE TIME OF RELEASE.

DISCUSSION: A visit means actual entry into the room of confinement with the juvenile, or removal of the juvenile from the room of confinement for the purpose of discussion or counseling. A visit does not include routine visual checks or discussion through the door or window of the confinement room.

2-9303 WRITTEN POLICY AND PROCEDURE PROVIDE THAT JUVENILES CHARGED WITH RULE VIOLATIONS ARE SCHEDULED FOR A HEARING AS SOON AS PRACTICABLE, AFTER THE ALLEGED VIOLATION, BUT NO LATER THAN SEVEN DAYS, EXCLUDING WEEKENDS AND HOLIDAYS. JUVENILES ARE NOTIFIED OF THE TIME AND PLACE OF THE HEARING AT LEAST 24 HOURS IN ADVANCE OF THE HEARING.

DISCUSSION: To ensure fairness and the integrity of the disciplinary process, juveniles charged with rule violations should receive speedy hearings. Hearings should be conducted as soon as possible, but definitely within one week of the incident, unless the hearing is prevented by exceptional circumstances, unavoidable delays, or reasonable postponements. Reasons for all delays should be documented.

2-9304 WRITTEN POLICY AND PROCEDURE PROVIDE THAT JUVENILES CHARGED WITH RULE VIOLATIONS ARE PRESENT AT DISCIPLINARY HEARINGS, EXCEPT WHEN THEIR BEHAVIOR DURING THE HEARING JUSTIFIES EXCLUSION, OR THEY WAIVE THEIR RIGHT. REASONS FOR THE EXCLUSION SHALL BE DOCUMENTED.

DISCUSSION: None.

2-9305 WRITTEN POLICY AND PROCEDURE PROVIDE THAT DISCIPLINARY HEARINGS OF CASES OF RULE VIOLATIONS ARE CONDUCTED BY AN IMPARTIAL PERSON OR PANEL OF PERSONS.

DISCUSSION: To ensure objectivity in these proceedings, hearings for rule violations are conducted by persons who were not directly involved in the incident. If there is to be one person conducting the hearings, he/she should be of sufficiently high administrative status or rank to ensure knowledgeable consideration of all pertinent data and objective decisions.

2-9306 WRITTEN POLICY AND PROCEDURE ALLOW JUVENILES TO REQUEST THE SERVICES OF ANY STAFF MEMBER TO REPRESENT THEM AT DISCIPLINARY HEARINGS AND TO QUESTION RELEVANT WITNESSES. STAFF REPRESENTATIVES ARE APPOINTED WHEN IT IS APPARENT THAT JUVENILES ARE NOT CAPABLE OF EFFECTIVELY COLLECTING AND PRESENTING EVIDENCE ON THEIR OWN BEHALF.

DISCUSSION: None.

2-9307 WRITTEN POLICY AND PROCEDURE PROVIDE THAT THE JUVENILE IS GIVEN AN OPPORTUNITY TO MAKE A STATEMENT AND PRESENT DOCUMENTARY EVIDENCE AND TO HAVE IN ATTENDANCE AT A DISCIPLINARY HEARING ANY PERSON WHO HAS RELEVANT AND NOT UNDULY CUMULATIVE INFORMATION, EXCEPT WHEN DOING SO MAY SEVERELY JEOPARDIZE THE LIFE OR SAFETY OF PERSONS OR THE SECURITY OR ORDER OF THE FACILITY; SUCH REASONS FOR DENIAL ARE STATED IN WRITING.

DISCUSSION: None.

2-9308 WRITTEN POLICY AND PROCEDURE SPECIFY THAT A WRITTEN RECORD IS MADE OF THE FINDINGS OF THE DISCIPLINARY HEARING AND THE SUPPORTING REASONS AND THAT A COPY IS GIVEN TO THE JUVENILE. THE RECORD OF THE HEARING AND SUPPORTING DOCUMENTS ARE KEPT IN THE JUVENILE'S FILE AND IN THE DISCIPLINARY COMMITTEE'S RECORDS.

DISCUSSION: The disciplinary hearing statement should include the decision, the disposition and the reason for the action, unless doing so would jeopardize institution security.

2-9309 WRITTEN POLICY AND PROCEDURE PROVIDE FOR REVIEW OF ALL DISCIPLINARY HEARINGS AND DISPOSITIONS BY THE FACILITY ADMINISTRATOR TO ASSURE CONFORMITY WITH POLICY AND REGULATIONS.

DISCUSSION: At the conclusion of the disciplinary hearing, a report of the findings and disposition of the case should be forwarded to the facility administrator or designee for review. This review should ensure that the hearing was conducted in accordance with stated procedures and that the action taken conforms with institution regulation.

2-9310 WRITTEN POLICY AND PROCEDURE PROVIDE THAT THE DISCIPLINARY REPORT IS REMOVED FROM THE MASTER FILES OF JUVENILES FOUND NOT GUILTY OF AN ALLEGED RULE VIOLATION.

DISCUSSION: When a juvenile is found guilty of only some of the rule violations he or she was originally charged with in connection with a single incident, and when that incident is described in a single

disciplinary report, the juvenile's record should show clearly the violations that were not proven. All disciplinary reports, regardless of disposition, may be kept and used for statistical or research purposes providing all identification is removed.

2-9311 WRITTEN POLICY AND PROCEDURE GRANT JUVENILES THE RIGHT TO APPEAL DECISIONS OF THE DISCIPLINARY COMMITTEE TO THE FACILITY ADMINISTRATOR OR DESIGNEE WITHIN 15 DAYS OF RECEIPT OF THE DECISION. THE APPEAL IS DECIDED WITHIN 30 DAYS, AND THE JUVENILE IS PROMPTLY NOTIFIED IN WRITING OF THE RESULTS OF THE APPEAL.

DISCUSSION: The appeal process should consider three factors: whether there was substantial compliance with institution standards and procedures in handling juvenile discipline; whether the decision of the committee was based on substantial evidence; and, whether under the circumstances, the sanction imposed was proportionate to the rule violation.

2-9312 THE TRAINING SCHOOL HAS A SANCTIONING SCHEDULE WHICH SETS A MAXIMUM OF 5 DAYS OF CONFINEMENT IN A SECURITY ROOM FOR ANY OFFENSE, UNLESS OTHERWISE PROVIDED BY LAW.

DISCUSSION: The time a juvenile spends in disciplinary detention is proportionate to the offense committed, taking into consideration the juvenile's prior conduct, specific program needs, and other relevant factors. In all cases an outside limit should be set on the period of detention. This limit should be consistent with case law and statutes for that jurisdiction. Where such guidelines do not exist, a maximum of 5 days of disciplinary detention should be considered sufficient for most cases.

2-9313 WRITTEN POLICY AND PROCEDURE REQUIRE THAT A PERMANENT LOG BE MAINTAINED OF ALL JUVENILES ASSIGNED TO ROOM CONFINEMENT.

DISCUSSION: Admissions of all juveniles to security room confinement should be recorded with information on name, housing location, date and time admitted, reason for admission, tentative release date, and time and special medical or psychiatric problems or needs. The log should be used to record all unusual juvenile behavior and all releases.

2-9314 WRITTEN POLICY AND PROCEDURE PROVIDE FOR A SYSTEM OF REWARDING THE POSITIVE BEHAVIOR OF INDIVIDUAL JUVENILES.

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

2-9315 WRITTEN POLICY AND PROCEDURE PROVIDE THAT PRIOR TO PRIVILEGE SUSPENSION THE JUVENILE HAS THE REASONS FOR THE RESTRICTION EXPLAINED TO HIM/HER AND HAS AN OPPORTUNITY TO EXPLAIN THE BEHAVIOR LEADING TO THE SUSPENSION.

DISCUSSION: Prior to punishment for any rule infraction, the youth should be given an opportunity to explain the reason(s) for the violation. Privilege suspension includes denial of the use of the telephone for calls to friends, no use of the television, radio or record player, no smoking or home visits or visits from friends, no recreation or other special activity outside the facility. Privilege suspension in no instance includes loss of regular meals, clothing, sleep, health care services, school, exercise, correspondence privileges, contact with parents or legal assistance.

2-9316 WRITTEN POLICY AND PROCEDURE PROVIDE THAT WHEN A JUVENILE ALLEGEDLY COMMITS AN ACT COVERED BY CRIMINAL LAW, THE CASE IS REFERRED TO APPROPRIATE COURT OR LAW ENFORCEMENT OFFICIALS FOR CONSIDERATION FOR PROSECUTION.

DISCUSSION: In instances when a juvenile is alleged to have committed a crime covered by criminal law, the institution should refer the case to appropriate officials for possible prosecution.

## COMMUNICATION: MAIL, VISITING AND TELEPHONE

2-9317 WRITTEN POLICY AND PROCEDURE WHICH GOVERN CORRESPONDENCE OF JUVENILES ARE MADE AVAILABLE TO ALL STAFF AND JUVENILES, AND ARE REVIEWED ANNUALLY AND UPDATED AS NEEDED.

DISCUSSION: None.

2-9318 THERE IS NO LIMIT ON THE VOLUME OF MAIL A JUVENILE MAY SEND OR RECEIVE, EXCEPT WHEN THE FACILITY PROVIDES POSTAGE OR WHEN THERE IS CLEAR AND CONVINCING EVIDENCE TO JUSTIFY SUCH LIMITATIONS.

DISCUSSION: The number of approved correspondents for a juvenile should be unlimited, and there should be no limitation on the number of letters a juvenile may send or receive from them. Facilities should allow juveniles access to publications to the extent that such access is consistent with facility goals, internal discipline and security.

2-9319 WRITTEN POLICY AND PROCEDURE PROVIDE THAT JUVENILE LETTERS, BOTH INCOMING AND OUTGOING, ARE NOT READ, EXCEPT WHERE THERE IS CLEAR AND CONVINCING EVIDENCE TO JUSTIFY SUCH ACTIONS; IF CORRESPONDENCE IS READ, THE YOUTH IS INFORMED IN ADVANCE AND IS PRESENT WHEN THE LETTER IS OPENED; AND THE ACTION IS DOCUMENTED.

DISCUSSION: Juveniles should be permitted correspondence as long as it poses no threat to the safety and security of the program, staff, juveniles or the public. If mail is to be read, it should be opened in the presence of the juvenile. The reasons for the action should be documented and placed in the juvenile's record.

2-9320 WRITTEN POLICY AND PROCEDURE GOVERN INSPECTION OF JUVENILE LETTERS OR PACKAGES FOR MONEY OR CONTRABAND.

DISCUSSION: Contraband should be removed from incoming mail and the juvenile advised of this action.

2-9321 WRITTEN POLICY AND PROCEDURE REQUIRE THAT ALL CASH RECEIVED THROUGH THE MAIL IS HELD FOR THE JUVENILE IN ACCORDANCE WITH THE PROCEDURES APPROVED BY THE PARENT AGENCY.

DISCUSSION: The administration should have discretion to control the flow of cash to juveniles. However, when cash is intercepted and withheld by the facility, it must be in accordance with written procedures which specify who is responsible for the cash, where it is

to be deposited, and the method of return or transferral upon the juvenile's release or placement.

2-9322 WRITTEN POLICY AND PROCEDURE REQUIRE THAT INCOMING AND OUTGOING MAIL ARE FORWARDED WITHIN 24 HOURS, EXCLUDING WEEKENDS AND HOLIDAYS.

DISCUSSION: Inspections for contraband should not take longer than 24 hours to complete, so that incoming mail should be distributed to juveniles and outgoing mail sent to the post office within 24 hours of receipt.

2-9323 WRITTEN POLICY AND PROCEDURE SPECIFY THAT JUVENILES ARE PERMITTED TO SEND SEALED LETTERS TO A SPECIFIED CLASS OF PERSONS AND ORGANIZATIONS, INCLUDING, BUT NOT LIMITED TO: COURTS, COUNSEL, OFFICIALS OF THE CONFINING AUTHORITY, ADMINISTRATORS OF GRIEVANCE SYSTEMS AND MEMBERS OF THE RELEASING AUTHORITY.

DISCUSSION: Mail from juveniles to a specified class of persons and organizations should not be opened. Mail to juveniles from this specified class of persons and organizations may be opened only to inspect for contraband and only in the presence of the juvenile.

2-9324 WRITTEN POLICY AND PROCEDURE ALLOW THE FACILITY TO PROVIDE POSTAGE FOR THE MAILING OF A MINIMUM OF TWO LETTERS PER WEEK FOR EACH JUVENILE, IF REQUESTED, EXCLUDING LEGAL CORRESPONDENCE.

DISCUSSION: Juveniles should be encouraged to maintain ties with their families and friends. Such contact tends to reduce the number of juveniles who become institutionalized, losing contact with and a desire to return to the community. Writing letters is a very effective method of maintaining contact and should, therefore, be subsidized as part of the program.

#### Visits

2-9325 WRITTEN POLICY AND PROCEDURE GOVERN VISITING AND ARE REVIEWED ANNUALLY AND UPDATED IF NEEDED.

DISCUSSION: Written policies and procedures that specify all regulations pertaining to visiting should be made available to all staff members, juveniles and their visitors. Where necessary, these regulations should be translated into languages spoken by significant numbers of juveniles.

2-9326 WRITTEN POLICY AND PROCEDURE GRANT JUVENILES THE RIGHT TO RECEIVE VISITS, SUBJECT ONLY TO THE LIMITATIONS



**NECESSARY TO MAINTAIN FACILITY ORDER AND SECURITY.**

**DISCUSSION:** Because strong family and community ties increase the likelihood that the juvenile will succeed after release, visits should be encouraged. Provision should be made for visitation in pleasant surroundings, with minimum surveillance to ensure privacy. Arrangements must be made to allow confidential visits with attorneys. No restrictions should be placed on juvenile visitation rights, except where the chief executive officer or designee can provide substantial justification for the restriction.

**2-9327 WRITTEN POLICY AND PROCEDURE PROVIDE THAT JUVENILE VISITING FACILITIES PERMIT INFORMAL COMMUNICATION, INCLUDING OPPORTUNITY FOR PHYSICAL CONTACT.**

**DISCUSSION:** The degree of informality of juvenile visiting facilities should be consistent with the facility's overall security requirements. The use of devices that preclude physical contact should be avoided except in instances of substantiated security risk.

**2-9328 WRITTEN POLICY AND PROCEDURE SPECIFY THAT VISITORS REGISTER UPON ENTRY INTO THE FACILITY AND THE CIRCUMSTANCES UNDER WHICH VISITORS ARE SEARCHED.**

**DISCUSSION:** Each visitor should be required to register his/her name, address and relation to the juvenile upon entry. Staff members may search visitors and their belongings.

**2-9329 WRITTEN POLICY AND PROCEDURE GOVERN SPECIAL VISITS.**

**DISCUSSION:** Special visits may include visits from persons who have come long distances, visits to hospitalized juveniles, visits to juveniles in disciplinary status and visits between juveniles and their attorneys. Written policies and procedures should specify the conditions for such visits.

**Telephone**

**2-9330 WRITTEN POLICY AND PROCEDURE PROVIDE FOR JUVENILE ACCESS TO THE TELEPHONE TO MAKE AND RECEIVE PERSONAL CALLS.**

**DISCUSSION:** Sufficient telephone facilities should be provided to permit reasonable and equitable access to all juveniles, except those in reception units and disciplinary detention. Written procedures should specify the hours of telephone availability, maximum length of calls, and any limitations on telephone calls. Telephone facilities should allow for a reasonable amount of privacy. All long-distance calls should be made collect.

2-9331 WRITTEN POLICY AND PROCEDURE PROVIDE FOR THE FORWARDING OF FIRST CLASS LETTERS AND PACKAGES AFTER TRANSFER OR RELEASE.

DISCUSSION: All first class letters and packages should be forwarded to juveniles who are transferred to other institutions or released, provided a forwarding address is available. If a forwarding address is not available, first class letters and packages should be returned to the sender. Post office policy and procedure should be made available to juveniles.

2-9332 WRITTEN POLICY AND PROCEDURE GOVERN JUVENILE ACCESS TO PUBLICATIONS.

DISCUSSION: Specific policies and procedures should exist to define which publications are allowed in the institution and how they will be inspected. Restrictions to access should be directly related to the maintenance of institutional order and security.

2-9333 THE INSTITUTION PROVIDES INFORMATION TO VISITORS ABOUT TRANSPORTATION TO THE INSTITUTION AND FACILITATES TRANSPORTATION BETWEEN THE INSTITUTION AND NEARBY PUBLIC TRANSIT TERMINALS.

DISCUSSION: If there is considerable distance between the public transit terminal and the institution, the institution should seek to provide transportation for visitors. This is particularly important where transportation costs are significant.

## PROGRAMS AND SERVICES

2-9334 THE FACILITY PROVIDES OR MAKES AVAILABLE TO ALL JUVENILES THE FOLLOWING PROGRAMS AND SERVICES, AT A MINIMUM:

RECEPTION AND ORIENTATION;  
EVALUATION AND CLASSIFICATION;  
EDUCATIONAL PROGRAMS THAT MAY INCLUDE AN OPPORTUNITY FOR VOCATIONAL AND JOB TRAINING;  
RELIGIOUS SERVICES AND/OR COUNSELING;  
SOCIAL SERVICES;  
PSYCHOLOGICAL AND PSYCHIATRIC SERVICES IF NEEDED;  
LIBRARY SERVICES;  
MEDICAL AND DENTAL HEALTH CARE;  
ATHLETIC, RECREATIONAL AND LEISURE TIME ACTIVITIES;  
JUVENILE INVOLVEMENT WITH COMMUNITY GROUPS;  
MAIL AND VISITING PRIVILEGES;  
ACCESS TO MEDIA, LEGAL MATERIAL, ATTORNEYS AND COURTS;  
PRE-RELEASE ORIENTATION AND PLANNING.

DISCUSSION: A well-rounded program for juvenile development that includes these services will afford them opportunities for improvement.

2-9335 THERE IS A COMPREHENSIVE EDUCATION PROGRAM FOR JUVENILES.

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

2-9336 THE EDUCATIONAL PROGRAM ALLOWS FOR FLEXIBLE SCHEDULING THAT PERMITS JUVENILES TO ENTER AT ANY TIME AND TO PROCEED AT THEIR OWN LEARNING PACE.

DISCUSSION: Juveniles vary greatly in learning ability, interest level and motivation. The educational program should be structured so that a juvenile can enter at any time and proceed through the various grades at a comfortable pace. Individualized instruction is essential. Programmed instruction, teaching machines and educational television may be used in addition to traditional teaching methods.

2-9337 EDUCATIONAL AND VOCATIONAL SUPERVISORS AND INSTRUCTORS ARE LICENSED OR CERTIFIED BY THE STATE OR JURISDICTION IN WHICH THE INSTITUTION IS LOCATED.

DISCUSSION: All teachers and their supervisors should be certified by the state department of education or other appropriate body, and should receive additional training to meet the special needs of juveniles.

2-9338 FORMAL EDUCATIONAL AND VOCATIONAL PROGRAMS HAVE A MINIMUM OF ONE TEACHER FOR EVERY 15 STUDENTS.

DISCUSSION: None.

2-9339 WRITTEN POLICY AND PROCEDURE PROVIDE THAT EACH JUVENILE IS ASSESSED IN TERMS OF ACADEMIC, VOCATIONAL AND PERSONAL NEEDS.

DISCUSSION: Individual juvenile assessment should be accomplished by obtaining information from the juvenile or through information obtained from interviews with parents and significant persons in the life of the juvenile. School records and employment records can also be very useful in completing the assessment. Included should be information on the juvenile's attitude toward education, achieved academic levels, developed vocational skills and expressed interests, level of cognitive development, significant physical disabilities and any problems that might interfere with learning.

2-9340 PROVISION IS MADE FOR DESIGNING A PERSONALIZED PROGRAM FOR AND WITH EACH JUVENILE WHICH INCLUDES MEASURABLE CRITERIA OF EXPECTED BEHAVIOR AND ACCOMPLISHMENTS, AND A TIME SCHEDULE FOR ACHIEVEMENT; THE PROGRAM IS DOCUMENTED BY STAFF AND JUVENILE SIGNATURES.

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

2-9341 THE FACILITY STAFF PLANS AND PROMOTES ACTIVITIES FOR PARTICIPATION BY JUVENILES IN COMMUNITY PROGRAMS AND SERVICES.

**DISCUSSION:** Community involvement is important in order to allow for normal exposure to and experience in social living. The staff should encourage involvement in civic, artistic, cultural, recreational, religious and social activities. The facility should avail itself also of community resources in terms of shopping services and social assistance as well as inform the business community of the program and its economic impact on the area.

**2-9342 PROGRAM STAFF REVIEW CHANGES IN THE JUVENILE'S PROGRAM WITH THE JUVENILE AND DOCUMENT THIS PROCEDURE WITH STAFF AND JUVENILE SIGNATURES.**

**DISCUSSION:** Any changes in the program plan of the juvenile must be reviewed and discussed with that juvenile and mutually agreed upon. Any staff changes must be accompanied by the signature of the staff member and juvenile involved, verifying that the change was discussed with the juvenile.

**2-9343 EDUCATIONAL AND VOCATIONAL TRAINING OPPORTUNITIES ARE AVAILABLE TO ALL JUVENILES EXCEPT WHEN THERE IS SUBSTANTIAL EVIDENCE TO JUSTIFY OTHERWISE.**

**DISCUSSION:** The institution should ensure that educational and vocational training programs are available to all juveniles who can benefit from and who have an interest in such programs. Where enrollment in an education or training program is restricted, the reason should be documented.

**2-9344 PROVISION IS MADE TO MEET THE EDUCATIONAL AND VOCATIONAL NEEDS OF JUVENILES WHO REQUIRE SPECIAL PLACEMENT BECAUSE OF PHYSICAL, MENTAL OR EMOTIONAL HANDICAPS OR LEARNING DISABILITIES.**

**DISCUSSION:** Juveniles should be placed in educational and vocational programs commensurate with their abilities, needs and interests. Where physical, mental, emotional or academic handicaps dictate, remedial services consistent with the needs, interests and abilities of the youths should be provided. Teachers certified as special education teachers should be working with handicapped and learning disabled children.

**2-9345 EDUCATIONAL AND VOCATIONAL COUNSELING ARE PROVIDED SO THAT JUVENILES ARE PLACED IN THAT PHASE OF AN EDUCATIONAL OR VOCATIONAL PROGRAM MOST SUITED TO THEIR NEEDS AND ABILITIES.**

**DISCUSSION:** Such counseling should provide juveniles assistance, encouragement and feedback with respect to their educational or vocational goals, and should help ensure that each juvenile's curriculum is integrated, to the extent possible, with their job assignments.

2-9346 PRE-VOCATIONAL TRAINING PROGRAMS ARE INTEGRATED WITH ACADEMIC PROGRAMS AND ARE RELEVANT TO THE VOCATIONAL NEEDS OF THE JUVENILES AND TO EMPLOYMENT OPPORTUNITIES IN THE COMMUNITY.

DISCUSSION: The facility should have pre-vocational training programs to enhance the juveniles' marketable skills. Such programs should include but not be limited to: pre-vocational orientation, world of work education, vocational instruction, counseling, related remedial education, career education and counseling, employability plans, and work experience.

2-9347 COMMUNITY RESOURCES ARE USED IN THE INSTITUTION FOR VOCATIONAL TRAINING PROGRAMS.

DISCUSSION: Community resources can enhance the institution's vocational training programs considerably. Resources such as trade councils, employer and employee associations, federally funded projects, e.g., Job Corps, and private community action groups can help plan, fund and coordinate the institution's vocational training programs. They also may provide referrals for on-the-job training and community release, and may assist in the facility's job placement program for soon-to-be released juveniles.

2-9348 THE FACILITY USES ACADEMIC AND VOCATIONAL PROGRAMS IN THE COMMUNITY FOR SELECTED JUVENILES.

DISCUSSION: Educational and vocational programs in the community can supplement the facility's programs. Arrangements should be made, based on predetermined criteria for selected juveniles to attend classes at nearby schools.

2-9349 THERE IS AN ANNUAL EVALUATION TO MEASURE THE EFFECTIVENESS OF THE EDUCATIONAL AND VOCATIONAL TRAINING PROGRAMS AGAINST STATED PERFORMANCE OBJECTIVES.

DISCUSSION: The education program should be evaluated annually. The results of the evaluation should be submitted to the facility administrator for review.

2-9350 THERE IS A SYSTEM WHEREBY THE EDUCATIONAL AND VOCATIONAL TRAINING PROGRAMS ARE ASSESSED AGAINST STATED OBJECTIVES BY QUALIFIED INDIVIDUALS, PROFESSIONAL GROUPS AND TRADE ASSOCIATIONS; THIS ASSESSMENT IS DONE AT LEAST EVERY THREE YEARS.

DISCUSSION: Such assessment is necessary to ensure that the facility's educational and vocational training programs are recognized and accepted by professional educators, licensing boards and trade associations. This system of accountability also can indicate those

programs that are ineffective and those that should be expanded or revised. Justifications may be developed for budget presentations.

**2-9351 LIBRARY SERVICES ARE PROVIDED AND ARE AVAILABLE TO ALL JUVENILES.**

**DISCUSSION:** Every effort should be made to become part of a local library system. Young people should be encouraged to check out books and other library materials. Library services may be provided in the facility, to include reading materials for non-library hours. Reading material should reflect racial and ethnic interests and be age-appropriate for various levels of competency.

**2-9352 WRITTEN POLICY DEFINES THE PRINCIPLES, PURPOSES AND CRITERIA USED IN THE SELECTION AND MAINTENANCE OF LIBRARY MATERIALS.**

**DISCUSSION:** Library materials should be selected to meet the educational, informational and recreational needs of the juveniles. They should be easily accessible and regulated by a system that prevents abuse.

**2-9353 THE FACILITY ADMINISTRATION HAS AVAILABLE A QUALIFIED PERSON WHO COORDINATES AND SUPERVISES LIBRARY SERVICES.**

**DISCUSSION:** Each facility should have a person to coordinate and supervise library services on a part-time or full-time basis. This person should have training in library services or have access to a trained library consultant on a contract basis.

**2-9354 THERE IS A SYSTEMATIC APPROACH TO DETERMINING THE LIBRARY SERVICE NEEDS OF THE POPULATION.**

**DISCUSSION:** Library materials should be relevant to the needs and interests of the juvenile population. They should reflect the different reading levels, languages, special interests and ethnicities of the juveniles.

**2-9355 LIBRARY SERVICES PROVIDE FOR, AT A MINIMUM:**

PLANNED AND CONTINUOUS ACQUISITION OF MATERIALS TO MEET THE NEEDS OF USERS;  
LOGICAL ORGANIZATION OF MATERIALS FOR CONVENIENT USE;  
CIRCULATION OF MATERIALS TO SATISFY THE NEEDS OF USERS;  
INFORMATION SERVICES TO LOCATE FACTS AS NEEDED;  
A READER'S ADVISORY SERVICE THAT HELPS PROVIDE USERS SUITABLE MATERIALS;  
PROMOTION OF THE USES OF LIBRARY MATERIALS;  
A CONGENIAL LIBRARY ATMOSPHERE.

**DISCUSSION:** This standard follows the guidelines developed by the American Correctional Association/American Library Association Joint Committee on Institution Libraries.

**2-9356 THE LIBRARY IS FUNCTIONAL IN DESIGN AND INVITING IN APPEARANCE.**

**DISCUSSION:** The library should be well lighted and have good acoustics and temperature control so that the facility is conducive to concentration. Space should be provided for reading, conferences, and group viewing and listening. The library's furnishings should be selected for attractiveness, durability, comfort and ease of maintenance. Based on need, equipment should include, at a minimum, typewriters, photoduplication equipment, record players and a telephone.

**2-9357 WRITTEN POLICY AND PROCEDURE PROVIDE RECREATION SCHEDULES AND A PLAN FOR CONSTRUCTIVE LEISURE TIME ACTIVITIES.**

**DISCUSSION:** There should be opportunities for exercise and constructive leisure time activity for at least two hours on school days and three hours on nonschool days, not including time spent watching television. Recreation should be organized and supervised by a staff member trained in physical education, and there should be one recreation worker for each 15 juveniles during recreation periods.

**2-9358 A FACILITY OF 50 OR MORE JUVENILES HAS A FULL-TIME, QUALIFIED RECREATION DIRECTOR WHO PLANS AND SUPERVISES ALL RECREATION PROGRAMS. FACILITIES OF LESS THAN 50 JUVENILES HAVE A STAFF MEMBER TRAINED IN RECREATION OR A RELATED FIELD.**

**DISCUSSION:** Recreation should be supervised and organized by a staff member trained in recreation or a related field, and there should be one recreation worker for each 15 juveniles during recreation periods.

**2-9359 A VARIETY OF FIXED AND MOVABLE EQUIPMENT IS PROVIDED FOR EACH OUTDOOR PLAY AREA.**

**DISCUSSION:** Examples of the variety of equipment that should be available are a jungle gym, tetherball, basketball, volleyball, softball, punching bag and heavy bag. Advice of local recreation directors or the National Recreation and Parks Association should be sought.

**2-9360 WRITTEN POLICY GOVERNING RECREATION ENCOURAGES INTERACTION WITH THE COMMUNITY.**



**DISCUSSION:** Such interaction may include bringing in volunteers to provide instruction, inviting drama and other entertainment groups to the facility and taking juveniles into the community for recreational activities.

**2-9361 WRITTEN POLICY AND PROCEDURE PROVIDE FOR JUVENILES TO PARTICIPATE IN RELIGIOUS SERVICES AND COUNSELING ON A VOLUNTARY BASIS.**

**DISCUSSION:** All program participants should have the opportunity to voluntarily practice their respective religions. Youths should be permitted to attend religious services of their choice in the community when possible, and to receive visits from representatives of their respective faiths.

**2-9362 A STAFF MEMBER COORDINATES THE FACILITY'S RELIGIOUS PROGRAMS.**

**DISCUSSION:** Because it is not feasible to provide full-time representatives of all denominations represented in the juvenile population, there should be a single staff member to coordinate religious services and community resources to meet the religious needs of juveniles.

**2-9363 THERE IS A SYSTEMATIC APPROACH TO DETERMINE THE PERSONNEL REQUIREMENTS FOR THE RELIGIOUS PROGRAMS TO ENSURE ALL JUVENILES ACCESS TO STAFF AND SERVICES.**

**DISCUSSION:** Provision should be made to formally determine each juvenile's religious beliefs and practices and to ensure that they are accommodated.

**2-9364 THE FACILITY PROVIDES SPACE AND EQUIPMENT FOR THE CONDUCT OF RELIGIOUS PROGRAMS FOR JUVENILES.**

**DISCUSSION:** Ideally, the religious services program should be conducted in a separate building or section of the facility that includes sufficient space for religious services, counseling and chaplain's offices. Equipment, office supplies and secretarial help should be provided commensurate with the needs of the religious program personnel.

**2-9365 WORK ASSIGNMENTS DO NOT CONFLICT WITH EDUCATIONAL ASSIGNMENTS.**

**DISCUSSION:** Juveniles are required to attend educational classes just as youths are in the community. It is therefore necessary to ensure that work does not interfere with the juvenile's education.

2-9366 JUVENILES ARE NOT PERMITTED TO PERFORM ANY WORK PROHIBITED BY STATE AND FEDERAL REGULATIONS AND STATUTES PERTAINING TO CHILD LABOR.

DISCUSSION: Juveniles should not be permitted to perform work which children in the community would be prohibited from performing pursuant to state and federal child labor laws.

2-9367 JUVENILES EMPLOYED IN THE COMMUNITY BY PUBLIC OR PRIVATE ORGANIZATIONS IN POSITIONS NORMALLY OCCUPIED BY PRIVATE CITIZENS ARE COMPENSATED AT THE PREVAILING RATE.

DISCUSSION: Compensation for all work performed for public or private organizations, whether on work release programs or as part of an outside work assignment plan, should be at the prevailing rate and should include all fringe benefits.

2-9368 THE JUVENILE TRAINING AND WORK PROGRAMS UTILIZE THE ADVICE AND ASSISTANCE OF LABOR, BUSINESS AND INDUSTRIAL ORGANIZATIONS.

DISCUSSION: The institution should actively pursue cooperation from labor and industry to help plan and evaluate institution work programs and assist in work release, job training and job placement. The establishment of advisory boards of joint councils should be considered.

2-9369 WRITTEN POLICY AND PROCEDURE PROVIDE FOR A SOCIAL SERVICES PROGRAM THAT MAKES AVAILABLE A RANGE OF RESOURCES APPROPRIATE TO THE NEEDS OF JUVENILES, INCLUDING INDIVIDUAL, GROUP AND FAMILY COUNSELING.

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

2-9370 WRITTEN POLICY AND PROCEDURE PROVIDE FOR JUVENILE ACCESS TO MENTAL HEALTH COUNSELING AND CRISIS INTERVENTION SERVICES IN ACCORDANCE WITH THEIR NEEDS.

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

2-9371 THE SOCIAL SERVICES PROGRAM IS ADMINISTERED AND SUPERVISED BY A PERSON QUALIFIED AND TRAINED IN THE SOCIAL OR BEHAVIORAL SCIENCES.

**DISCUSSION:** The social service program supervisor should have a graduate degree in the social or behavioral sciences, e.g., psychology, social work or counseling, to handle the administrative and programming responsibilities.

**2-9372 SOCIAL SERVICES PERSONNEL SHARE RELEVANT INFORMATION AND COORDINATE THEIR EFFORTS WITH APPROPRIATE FACILITY CHILD CARE STAFF.**

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

**2-9373 COUNSELING PERSONNEL ARE AVAILABLE AT A RATIO OF ONE TO EVERY 25 JUVENILES, AT A MINIMUM, TO PROVIDE COUNSELING AND SOCIAL SERVICES TO JUVENILES.**

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

**2-9374 WRITTEN POLICY AND PROCEDURE PROVIDE THAT STAFF MEMBERS ARE AVAILABLE TO COUNSEL JUVENILES AT THEIR REQUEST; PROVISION IS MADE FOR COUNSELING JUVENILES ON AN EMERGENCY BASIS.**

**DISCUSSION:** To help juveniles with their personal problems and with their adjustment to the facility, staff members should make time available, on a regularly scheduled basis, for appointments with juveniles who request it. Because juveniles may have problems that require immediate attention, at least one staff member should be available 24 hours a day.

**2-9375 FACILITY STAFF IDENTIFY THE COLLECTIVE SERVICE NEEDS OF THE JUVENILE POPULATION AT LEAST ANNUALLY; SPECIAL PROGRAMS ARE PROVIDED TO MEET THE NEEDS OF JUVENILES WITH SPECIFIC TYPES OF PROBLEMS.**

**DISCUSSION:** Although the service needs of individual juveniles are important, the agency has a responsibility to assess periodically the collective needs of all confined juveniles to ensure that it is maximizing the delivery of services. This is particularly important in identifying youths who should be part of special programs, such as

drug abusers, alcoholics, mentally ill, retarded or gifted youths. Determination of collective needs emerge from a well-planned information system, careful screening of case files, and discussion with staff, juveniles and other persons concerned with the program.

2-9376 WRITTEN POLICY AND PROCEDURE PROVIDE FOR AND GOVERN ESCORTED AND UNESCORTED OR DAY LEAVES INTO THE COMMUNITY.

DISCUSSION: There should be provision to escort juveniles into the community for needed medical and dental care, to visit ill family members or attend funerals, to participate in community affairs and/or events that would have a positive influence upon the juvenile. Unescorted or day leaves should be extended for a variety of reasons related to the juvenile's planned return to the community and consistent with the public safety.

2-9377 WHERE STATUTES PERMIT, WRITTEN POLICY AND PROCEDURE ALLOW FOR JUVENILES' PARTICIPATION IN EMPLOYMENT, RESTITUTION OR SCHOOL RELEASE PROGRAMS.

DISCUSSION: Work or school release permits juveniles to leave the facility during the day to engage in employment or in an acceptable educational or training program in the community. However, if a juvenile successfully participates in such a program his or her status should be reviewed by the juvenile court and unless justification can be shown, he or she should be transferred to a nonsecure community program or released to the care and custody of his or her family.

2-9378 WHEN DAY RELEASES ARE AUTHORIZED, WRITTEN POLICY AND PROCEDURE REQUIRE:

WRITTEN OPERATIONAL PROCEDURES, CAREFUL SCREENING AND SELECTION PROCEDURES;  
WRITTEN RULES OF CONDUCT;  
A SYSTEM OF SUPERVISION TO MINIMIZE ABUSE OF PROGRAM PRIVILEGES;  
A COMPLETE RECORDKEEPING SYSTEM;  
A SYSTEM FOR EVALUATING PROGRAM EFFECTIVENESS; AND  
EFFORTS TO OBTAIN COMMUNITY COOPERATION AND SUPPORT.

DISCUSSION: All day release programs should be staffed and funded adequately, and operated according to a detailed written plan. Selection of juveniles should be restricted to those deemed suitable, and should be based on an assessment of the potential benefits to the juvenile and the safety of the community.

2-9379 WRITTEN POLICY AND PROCEDURE SPECIFY BEHAVIOR THAT IS UNACCEPTABLE DURING DAY RELEASE AND SANCTIONS THAT MAY BE APPLIED TO JUVENILES WHO EXHIBIT THIS BEHAVIOR.

DISCUSSION: Written guidelines should specify rules for behavior during day release. Sanctions commensurate with violations of these rules also should be specified. They should range from a reprimand to removal from the program. All juveniles in a temporary release program should be given a copy of these rules and sanctions.

2-9380 WRITTEN POLICY AND PROCEDURE PROVIDE FOR PLACEMENT IN COMMUNITY RESIDENTIAL CENTERS, FOSTER HOMES AND GROUP HOMES FOR JUVENILES NEEDING TRANSITIONAL ASSISTANCE.

DISCUSSION: A major need for many newly released juveniles is a place to live. For some, the small, privately operated community residential center may be extremely helpful. This type of transitional residence offers privacy and some structure and guidance. For others, a foster home placement may be appropriate. The central state agency for juveniles should make available to the facility funds to purchase such services on a contractual basis.

## RECEPTION, CLASSIFICATION, TRANSFER AND RELEASE

2-9381 WRITTEN POLICY AND PROCEDURE GOVERN THE RECEPTION AND ORIENTATION OF NEWLY ADMITTED JUVENILES.

DISCUSSION: The reception period is important in determining juvenile attitudes about confinement. Policies and procedures should be designed to assist new juveniles during this difficult period.

2-9382 WRITTEN PROCEDURES FOR ADMISSION OF JUVENILES NEW TO THE SYSTEM INCLUDE, BUT ARE NOT LIMITED TO, THE FOLLOWING:

DETERMINATION THAT THE JUVENILE IS LEGALLY COMMITTED TO THE INSTITUTION;  
COMPLETE SEARCH OF THE JUVENILE AND POSSESSIONS;  
DISPOSITION OF PERSONAL PROPERTY;  
SHOWER AND HAIR CARE, IF NECESSARY;  
ISSUE OF CLEAN, LAUNDERED CLOTHING, AS NEEDED;  
ISSUE OF PERSONAL HYGIENE ARTICLES;  
MEDICAL, DENTAL AND MENTAL HEALTH SCREENING;  
ASSIGNMENT TO A HOUSING UNIT;  
RECORDING OF BASIC PERSONAL DATA AND INFORMATION TO BE USED FOR MAIL AND VISITING LIST;  
ASSISTANCE TO JUVENILES IN NOTIFYING THEIR FAMILIES OF THEIR ADMISSION AND PROCEDURES FOR MAIL AND VISITING;  
ASSIGNING A REGISTERED NUMBER TO THE JUVENILE;  
PROVISION OF WRITTEN ORIENTATION MATERIALS TO THE JUVENILE.

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

2-9383 WRITTEN POLICY AND PROCEDURE REQUIRE THE PREPARATION OF A SUMMARY ADMISSION REPORT FOR ALL NEW ADMISSIONS TO THE FACILITY THAT INCLUDES, BUT IS NOT LIMITED TO:

ACCOUNT OF THE LEGAL ASPECTS OF THE CASE;  
SUMMARY OF CRIMINAL HISTORY, IF ANY;  
SOCIAL HISTORY;  
MEDICAL, DENTAL AND MENTAL HEALTH HISTORY;  
VOCATIONAL INTERESTS AND EXPERIENCE;  
EDUCATIONAL STATUS;  
RELIGIOUS BACKGROUND AND INTERESTS;  
PSYCHOLOGICAL EVALUATION;  
HOUSING OFFICER AND OTHER STAFF REPORTS;  
STAFF RECOMMENDATIONS; AND  
RECREATIONAL PREFERENCES AND NEEDS ASSESSMENT.

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

2-9384 WRITTEN POLICY AND PROCEDURE PROVIDE THAT NEW JUVENILES RECEIVE ORIENTATION IN THEIR OWN LANGUAGE IF THEY DO NOT UNDERSTAND ENGLISH; COMPLETION OF ORIENTATION IS DOCUMENTED BY A STATEMENT THAT IS SIGNED AND DATED BY THE JUVENILE.

**DISCUSSION:** Orientation should provide new juveniles an understanding of what is expected of them and what they may expect to derive from the programs. Orientation may include formal classes, distribution of brochures that describe facility programs and rules and regulations, and discussion of the facility's programs and procedures. Orientation also should be used to observe juvenile behavior and to identify special problems.

2-9385 WRITTEN POLICY AND PROCEDURE REQUIRE THAT A WRITTEN ITEMIZED LIST IS MADE OF ALL PERSONAL PROPERTY IN THE POSSESSION OF A NEWLY ADMITTED JUVENILE. A COPY OF THIS LIST, WHICH NOTES ALL PROPERTY THAT WILL BE HELD UNTIL RELEASE, IS GIVEN THE JUVENILE.

**DISCUSSION:** An inventory should be made of each new juvenile's personal possessions, and these possessions should be stored in a secure place, or returned home, or returned to the juvenile at the time of release. Contraband that is confiscated should be noted as such on the inventory list. The list should be signed by the juvenile and the staff member taking the inventory.

2-9386 WRITTEN POLICY AND PROCEDURE PROVIDE FOR A PROGRAM FOR NEWLY ADMITTED JUVENILES DURING THE RECEPTION PERIOD.

**DISCUSSION:** The daily program for juveniles in the reception program should include interviews, testing and other activities related to the admission process, as well as education, work and recreation programs. New juveniles should be provided reading materials and should be permitted to attend religious services. They should receive exercise on the same schedule as the general population.

2-9387 THERE IS A CLASSIFICATION MANUAL CONTAINING ALL THE CLASSIFICATION POLICIES AND DETAILED PROCEDURES FOR IMPLEMENTING THESE POLICIES. THIS MANUAL IS MADE AVAILABLE TO ALL STAFF INVOLVED WITH CLASSIFICATION AND IS REVIEWED AT LEAST ANNUALLY AND UPDATED IF NECESSARY.

**DISCUSSION:** The classification manual should include, at a minimum: detailed policies regarding initial juvenile classification and reclassification; instructions regarding the makeup of the unit, team or full classification committees, as well as the duties and responsibilities of each; definition of the various committees' responsibilities for custody, employment and vocational/program assignments; instructions as to what phases of a juvenile program may be changed by the various committee levels; specific procedures relating to juvenile transfer from one program to another and from one facility to another; and content of the classification interview.

2-9388 THERE IS A WRITTEN PLAN FOR CLASSIFYING JUVENILES WHICH CONSIDERS THE LEVEL OF RISK PRESENTED AND THE TYPE OF HOUSING REQUIRED, AND PARTICIPATION IN FACILITY AND COMMUNITY PROGRAMS.

**DISCUSSION:** The classification system should help ensure that juveniles participate in appropriate programs that will assist them during their residence and subsequent release to the community. Each newly admitted juvenile should be evaluated in terms of personal, medical and social history. No juvenile should receive more surveillance or assistance than required and no juvenile should be kept in a more secure status than potential risk requires.

2-9389 WRITTEN POLICY AND PROCEDURE PROVIDE THAT EXCEPT IN UNUSUAL CIRCUMSTANCES, INITIAL CLASSIFICATION OF JUVENILES IS COMPLETED WITHIN TWO WEEKS OF ADMISSION FROM COURT AND WITHIN ONE WEEK AFTER TRANSFER FROM ANOTHER FACILITY.

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

2-9390 WRITTEN POLICY AND PROCEDURE PROVIDE FOR THE CLASSIFICATION OF JUVENILES WITH SPECIAL NEEDS.

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

2-9391 THE WRITTEN PLAN OF JUVENILE CLASSIFICATION SPECIFIES THAT THE PROGRAM AND STATUS REVIEW OF EACH JUVENILE



OCCURS AT LEAST EVERY MONTH; THE OUTCOME OF EACH REVIEW IS DOCUMENTED.

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

2-9392 THE WRITTEN PLAN FOR JUVENILE CLASSIFICATION SPECIFIES CRITERIA AND PROCEDURES FOR DETERMINING AND CHANGING THE STATUS OF A JUVENILE.

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

2-9393 WRITTEN POLICY AND PROCEDURE SPECIFY AN APPEALS PROCESS FOR CLASSIFICATION DECISIONS.

DISCUSSION: Classification should be considered an ongoing process, and procedures should be developed for reclassification. Juveniles should be permitted to request reviews of their progress and to request changes in their housing and program arrangements. Written procedures for reviewing classification should include provision for appeal to the administrator.

2-9394 THERE IS A WRITTEN PLAN FOR TRANSFER OF JUVENILES TO SECURE FACILITIES WHICH SPECIFIES THE OBJECTIVES OF THE PLAN, DETAILS THE METHODS FOR ACHIEVING THE OBJECTIVES AND PROVIDES A MONITORING AND EVALUATIVE MECHANISM. THE PLAN IS REVIEWED AT LEAST ANNUALLY AND UPDATED IF NECESSARY.

DISCUSSION: The facility should develop and implement a written plan for transferring juveniles from minimum to maximum security facilities in order to prevent arbitrary transfers and to avoid the necessity of judicial intervention. Some youths require more individualized programs in a controlled situation.

2-9395 THE WRITTEN PLAN FOR TRANSFER OF JUVENILES TO SECURE FACILITIES SPECIFIES THE CRITERIA FOR SELECTION OF JUVENILES.

DISCUSSION: The types of juveniles who should be considered for transfer to a close security facility include those who pose serious danger to self and others, youths who have established a pattern or absconding, and youths who have a need for protection.

2-9396 WRITTEN POLICY AND PROCEDURE PROVIDE DUE PROCESS SAFEGUARDS FOR JUVENILES PRIOR TO TRANSFER TO SECURE FACILITIES. IN THE CASE OF EMERGENCY TRANSFERS, SUCH SAFEGUARDS ARE INSTITUTED IMMEDIATELY AFTER TRANSFER.

DISCUSSION: Juveniles who are considered for transfer to more secure facilities should be afforded due process safeguards that include but are not limited to: written notice of charges; representation by a staff member; informal rules of evidence; right to present evidence and call witnesses; right of juvenile to be present during the hearing unless it is determined by the hearing officer that it would be harmful for the juvenile to hear specific testimony; and impartial hearing officer(s); written notice of the decision; and preparation of a record of the hearing.

2-9397 CONSISTENT WITH STATUTES, WRITTEN POLICY AND PROCEDURE PROVIDE FOR THE REFERRAL OF MENTALLY ILL AND MENTALLY RETARDED JUVENILES TO MENTAL HEALTH FACILITIES.

DISCUSSION: When a juvenile is believed to be mentally ill and the facility or parent agency cannot provide appropriate services, transfer to a mental health facility should be effected only by the court.

2-9398 WRITTEN POLICY AND PROCEDURE PROVIDE FOR PROGRAMS OF RELEASE PREPARATION FOR ALL JUVENILES; THESE PROGRAMS ARE INITIATED IMMEDIATELY AFTER ADMISSION TO THE FACILITY AND WITH THE PARTICIPATION OF THE JUVENILE INVOLVED.

DISCUSSION: The facility should have a written description of its program for preparing the juvenile for release to community supervision. This release plan should be developed for each juvenile as soon as possible after admission and should encompass the personalized classification program outlines for the juvenile. It should focus on the juvenile's ultimate return to the community.

2-9399 WRITTEN PROCEDURES FOR RELEASING JUVENILES INCLUDE, BUT ARE NOT LIMITED TO:

VERIFICATION OF IDENTITY;  
 VERIFICATION OF RELEASE PAPERS;  
 COMPLETION OF RELEASE ARRANGEMENTS, INCLUDING THE PERSON OR AGENCY TO WHOM THE JUVENILE IS TO BE RELEASED;  
 RETURN OF PERSONAL EFFECTS;  
 COMPLETION OF ANY PENDING ACTION, SUCH AS GRIEVANCES, CLAIMS FOR DAMAGES OR LOST POSSESSIONS;  
 MEDICAL SCREENING AND ARRANGEMENTS FOR COMMUNITY FOLLOW-UP WHEN NEEDED;  
 TRANSPORTATION ARRANGEMENTS; AND  
 INSTRUCTIONS ON FORWARDING OF MAIL.

**DISCUSSION:** The release process should ensure that all matters relating to the facility are completed. If the juvenile is to be released to his or her family the person accepting the juvenile should be identified, or an unescorted release must be verified. If released to another agency everyone involved should understand what is to occur with respect to timing, expectations, forwarding of records and the person who will complete the transfer. Parents also must be notified.

## RELEASE AND REVOCATION

NOTE: WHEN THE TRAINING SCHOOL OR PARENT AGENCY RESPONSIBILITY INCLUDES DETERMINATION OF RELEASE FROM CONFINEMENT FOR JUVENILES THROUGH AN INSTITUTIONAL PROCESS, THE FOLLOWING STANDARDS IN THIS MANUAL APPLY. WHEN THERE IS A SEPARATE RELEASING AUTHORITY, THE STANDARDS IN THE MANUAL FOR JUVENILE PROBATION AND AFTERCARE SERVICES APPLY TO THAT SERVICE.

### Release Hearing Provisions

2-9400 THE CRITERIA WHICH ARE EMPLOYED BY THE RELEASING AUTHORITY IN ITS DECISION-MAKING ARE AVAILABLE IN WRITTEN FORM AND ARE SPECIFIC ENOUGH TO PERMIT CONSISTENT APPLICATION TO INDIVIDUAL CASES.

DISCUSSION: The fair application of discretion requires that a releasing authority articulate clearly and explicitly the basis of decision-making judgement. Such an expression is necessary for the equitable operation of the field supervision system and for the understanding of the public and the offender. Vague statements or pleas for total individualization in decision-making are not sufficient. Criteria development is difficult but, nonetheless, a central responsibility of a releasing authority and others who share the responsibility for the juvenile.

2-9401 JUVENILES ARE SCHEDULED AUTOMATICALLY FOR HEARING AND REVIEW BY THE RELEASING AUTHORITY OR DESIGNATED AGENT WHEN THEY ARE FIRST LEGALLY ELIGIBLE FOR RELEASE CONSIDERATION OR UPON COMPLETION OF PRESCRIBED PROGRAMS, IN ORDER TO SET A TENTATIVE RELEASE DATE.

DISCUSSION: It is essential that a juvenile be seen by a releasing authority representative relatively soon after he/she is received in an institution, or as soon as he/she is first eligible for release consideration. At this time, the authority should explain its criteria for release to the juvenile. Juveniles, institutional personnel and field staff should have a clear idea of the authority's view of the offender's case as soon as possible to determine the factors which the authority sees as important to releasing the youth.

2-9402 JUVENILE OFFENDERS ARE GIVEN THE REASONS FOR DEFERRAL OF RELEASE IN WRITING, AND THE DECISION IS RECORDED IN THE CASE RECORD.

DISCUSSION: In general, there is an expectation that a tentative release date once fixed will be observed unless sound reasons to the contrary are evidenced. From time to time, sufficient information

will come to an authority's attention to require it to defer a date. In such a case, the authority makes a record of the specific reasons for the deferral of release, and fixes a definite time for the next review of the case. The aim is to keep a clear release date, known to juveniles and corrections officials, and to articulate the reasons for various actions taken by the releasing authority. Temporary delays may be required because of circumstances surrounding a specific release plan or situation. These delays should be quite brief—no more than a few days—and controlled by authority policy and appropriate administrative review.

2-9403 WRITTEN POLICY AND PROCEDURE STATE THAT JUVENILE OFFENDERS CAN BE RELEASED EARLIER THAN INITIALLY ANTICIPATED, ACCORDING TO LAW AND IN CONFORMITY WITH THE AUTHORITY'S PREVIOUSLY ESTABLISHED AND WRITTEN CRITERIA.

DISCUSSION: It is essential that a releasing authority establish criteria which may be used to advance the release date of a juvenile. For example, the behavior of the youth in a community program, particularly meritorious efforts while in the institution, or a mutually agreed upon program contract may be among the conditions which a release authority might establish as legitimate criteria for advancing a release date.

2-9404 THE RELEASING AUTHORITY HAS AVAILABLE IN WRITING INFORMATION ABOUT A JUVENILE'S PRIOR HISTORY, HIS/HER CURRENT SITUATION, EVENTS IN THE CASE SINCE ANY PREVIOUS HEARINGS, INFORMATION ABOUT THE JUVENILE'S FUTURE PLANS AND RELEVANT CONDITIONS IN THE COMMUNITY.

DISCUSSION: The degree to which a release hearing is effective will be determined in large measure by the quality and accuracy of the information which is available to the person hearing the case.

2-9405 MATERIALS IN THE CASE FILES ARE CLEARLY IDENTIFIED AS TO SOURCE, VERIFICATION AND CONFIDENTIALITY.

DISCUSSION: The degree to which release decision-makers may rely on information is determined in large measure by the accuracy of the material. One key to that assessment is knowing that material has been verified and the nature of that verification. It is, therefore, imperative that all relevant materials in case files are labeled as to the extent and method of verification and the confidentiality of the file material.

2-9406 IN THOSE CASES WHICH IN THE OPINION OF THE RELEASING AUTHORITY REQUIRE AN EXAMINATION AND OPINION BY PSYCHIATRISTS OR PSYCHOLOGISTS, CERTIFIED MEMBERS OF THE APPROPRIATE PROFESSIONS ARE AVAILABLE FOR SUCH EXAMINATIONS AND OPINIONS.

DISCUSSION: From time to time, the opinions of professional personnel, such as a psychiatrist or psychologist, are extremely important in release decision-making. It is essential that a correctional system is able to provide such expert analysis when required by the releasing authority.

2-9407 JUVENILE OFFENDERS HAVE ACCESS TO THE INFORMATION ON WHICH RELEASE DECISIONS ARE MADE, EXCEPT THAT INFORMATION WHICH, IN ACCORDANCE WITH THE AUTHORITY'S WRITTEN POLICY, IS SPECIFICALLY CLASSIFIED AS CONFIDENTIAL FOR GOOD AND SUFFICIENT REASONS, AND IS SO DESIGNATED.

DISCUSSION: None.

2-9408 THE RELEASING AUTHORITY DOES NOT ACCEPT THE PRESENCE OF A DETAINER AS AN AUTOMATIC BAR TO RELEASE, PURSUES THE BASIS OF ANY SUCH DETAINER, AND RELEASES THE JUVENILE TO DETAINERS WHEN APPROPRIATE.

DISCUSSION: Detainers represent an outstanding charge which may or may not be adjudicated, and should not automatically constitute a bar to release on parole or other approved placement. Staff should, as a matter of practice, trace detainers to determine their basis and probability of service. When appropriate, the releasing authority should release juveniles to detainers.

#### Revocation Provisions

2-9409 THE AGENCY RESPONSIBLE FOR THE COMMUNITY SUPERVISION OF THE JUVENILE IS AUTHORIZED TO PETITION THE PLACING/RELEASING AUTHORITY IF IT APPEARS THAT THE JUVENILE HAS WILLFULLY FAILED TO COMPLY WITH ANY PART OF THE DISPOSITION OR RELEASE ORDER. A COPY OF THIS PETITION IS PROVIDED TO THE JUVENILE, HIS/HER ATTORNEY, PARENT AND/OR GUARDIAN.

DISCUSSION: The court or releasing authority should be informed of all cases of willful nonconformance by the juvenile, since this is the agency with the authority to apply sanctions against the juvenile.

2-9410 WRITTEN POLICY AND PROCEDURE SPECIFY THAT JUVENILES ALLEGED TO HAVE VIOLATED CONDITIONS OF THEIR PROBATION/AFTERCARE ARE NOT PLACED IN DETENTION UNLESS IT IS NECESSARY TO PROTECT THE PUBLIC SAFETY, PREVENT SELF-INJURY, FACILITATE TRANSFER OR ENSURE THE PRESENCE OF THE JUVENILE AT SUBSEQUENT COURT HEARINGS.

DISCUSSION: Violations of the conditions of community supervision do not necessarily require detention. In keeping with the principle of applying the least intrusive restriction, specific criteria should govern the use of detention.

2-9411 WRITTEN POLICY AND PROCEDURE SPECIFY THAT VIOLATIONS OF THE CONDITIONS OF COMMUNITY SUPERVISION THAT CONSTITUTE A DELINQUENT OFFENSE ARE REPORTED TO THE APPROPRIATE AUTHORITY OR LAW ENFORCEMENT AUTHORITIES.

DISCUSSION: This procedure ensures that the juvenile will have all the procedural protections that are applicable when there are allegations of delinquent conduct.

## VOLUNTEER INVOLVEMENT

NOTE: VOLUNTEERS OFTEN CAN SUPPLY SERVICES WHICH ARE NOT AVAILABLE THROUGH REGULAR CHANNELS. THE USE OF VOLUNTEER SERVICES SHOULD BE DESIGNED TO ENHANCE AND IMPROVE THE SERVICES AND PROGRAM OFFERINGS OF THE FACILITY AND NOT USED TO REPLACE REGULAR PROGRAM ACTIVITIES OR EMPLOYEES.

2-9412 WRITTEN POLICY AND PROCEDURE PROVIDE FOR SECURING CITIZEN INVOLVEMENT IN PROGRAMS, INCLUDING ROLES AS ADVISORS, AS INTERPRETERS BETWEEN THE PROGRAM AND THE PUBLIC, IN DIRECT SERVICES, AND THROUGH COOPERATIVE ENDEAVORS WITH JUVENILES.

DISCUSSION: The facility administrator should seek assistance from citizens in the community. Volunteers can be used to help coordinate and staff the facility's educational library, recreational, religious and other programs and can serve as advisers to juveniles.

2-9413 THERE IS A STAFF MEMBER WHO IS RESPONSIBLE FOR COORDINATING THE VOLUNTEER SERVICES PROGRAM.

DISCUSSION: Assignment of a senior staff member to supervise the volunteer program will help ensure that the citizens who volunteer their time will receive guidance, support and the resources they need.

2-9414 WRITTEN POLICY AND PROCEDURE SPECIFY THE LINES OF AUTHORITY, RESPONSIBILITY AND ACCOUNTABILITY FOR THE VOLUNTEER SERVICES PROGRAM.

DISCUSSION: These should be communicated to all juveniles, staff members and volunteers so that juveniles and staff members who have suggestions for programs can bring them to the attention of the appropriate person and so that volunteers know how to obtain guidance and resources. Volunteers should be allowed to attend staff and in-service training that pertains to the volunteer services program.

2-9415 WRITTEN POLICY AND PROCEDURE PROVIDE FOR THE RECRUITMENT, SCREENING AND SELECTION OF VOLUNTEERS.

DISCUSSION: Efforts should be made to recruit volunteers who can relate to the various segments of the juvenile population.

2-9416 PRIOR TO ASSIGNMENT, EACH VOLUNTEER COMPLETES AN ORIENTATION AND TRAINING PROGRAM APPROPRIATE TO THE NATURE OF THE ASSIGNMENT.



**DISCUSSION:** An initial orientation session should address the history, policies and regulations of the facility and should include an overview of the program so that the volunteers may develop a sense of their role in the program. Orientation should include a description of the volunteer's duties, as well as review of the needs, attitudes and lifestyles of the juvenile population. One-time or short-term volunteers may require less intensive orientation, especially in small facilities.

2-9417 WRITTEN POLICY AND PROCEDURE PROVIDE A SYSTEM FOR IDENTIFICATION OF VOLUNTEERS WHILE THEY ARE IN THE FACILITY.

**DISCUSSION:** None.

2-9418 VOLUNTEERS AGREE IN WRITING TO ABIDE BY ALL FACILITY POLICIES AND PROCEDURES, PARTICULARLY THOSE RELATING TO THE SECURITY AND CONFIDENTIALITY OF INFORMATION.

**DISCUSSION:** The facility should develop written policies and procedures specifying that volunteers respect all facility policies. It is particularly important that volunteers respect the confidentiality of records and other privileged information.

2-9419 WRITTEN POLICY SPECIFIES THAT VOLUNTEERS PERFORM PROFESSIONAL SERVICES ONLY WHEN CERTIFIED OR LICENSED TO DO SO.

**DISCUSSION:** Volunteers should not perform professional services without proper certification, examination or license, if required. It is suggested that volunteers offering professional services be required to cite their credentials and/or certificate status in their initial application. Tutoring or sponsorship of a craft or hobby program is not considered a professional service. This procedure will enable appropriate use of professional services and satisfy state requirements.

2-9420 THERE IS PROVISION FOR VOLUNTEERS TO PARTICIPATE IN THE ESTABLISHMENT OF POLICY AND PROCEDURE FOR THE VOLUNTEER SERVICES PROGRAM.

**DISCUSSION:** Volunteers may be allowed to attend all staff and budget meetings that pertain to the volunteer services program and should be involved at a policymaking level. Such participation promotes understanding and commitment.

## GLOSSARY

### *Absconder*

A juvenile who fails to report for probation or aftercare supervision or an escapee or runaway from a juvenile placement.

### *Adjudicatory Hearing*

A hearing to determine whether the allegations of a petition are supported by the evidence beyond a reasonable doubt or by a preponderance of the evidence.

### *Admission*

The point of entry into a program; during admission processing the juvenile receives an orientation to the goals of the program and program rules and regulations. Assignment to living quarters and to appropriate staff members is also completed at this time.

### *Affirmative Action*

A concept designed to ensure equal opportunity for all persons regardless of race, religion, age, sex, or ethnic origin. These equal opportunities shall include all personnel programming, including selection, retention, rate of pay, demotion, transfer, layoff, termination, and promotion.

### *Aftercare*

Control, supervision, and care exercised over juveniles released from facilities through a stated release process. (See Releasing Authority.)

### *Agency*

The unit of a governing authority which has direct responsibility for the operation of a corrections program, including the implementation of policy as set by the governing authority. For a community residential center, this would be the administrative headquarters of the facilities. In a public agency, this could be a probation department, welfare department, or similar agency. For a juvenile correctional organization, this would be the central office responsible for governing the juvenile correctional system for the jurisdiction.

### *Agency Administrator*

The administrative officer appointed by the governing authority who is responsible for all operations of the agency and all related programs placed under control of the agency.

### *Camp*

Nonsecure residential programs located in relatively remote areas. The juveniles participate in a structured program that emphasizes an outdoor work program including conservation and related activities. Although there are often 20 to 60 youths in such facilities, 50 juveniles is the maximum allowed by the standards. Resident age varies from 15 to 18 years.

### *Case Conference*

A conference between those individuals working with a juvenile under supervision or confinement for the purpose of ensuring that court-ordered services are being provided.

### *Casework*

The function of the caseworker, social worker, or other professional in providing services to the juvenile.

### *Chronic Care*

Health care provided to patients over a long period of time.

### *Co-correctional Facility*

An institution designed to house both male and female juveniles.

*Code of Ethics*

A set of rules describing acceptable standards of conduct for all employees.

*Committing Authority*

The agency or court responsible for placing a youth in the community program.

*Community Residential Program*

Community residential programs are housed in structures without security fences and security hardware, or other major restraining construction typically associated with correctional facilities. They are often converted apartment buildings or private homes. They are not constructed as or intended to be detention facilities. Except for daycare programs, they provide 24-hour care, programs, and supervision to juveniles in residence. The focus of all such programs is to provide the juvenile with positive adult models and program activities that assist in resolving problems specific to this age group and provide an environment conducive to positive behavior in the community. (See Nonresidential Programs.)

*Community Resources*

Those social and welfare agencies, service clubs, citizen interest groups, self-help groups, and citizen volunteers who have the potential to assist juveniles. These various resources, which may be public or private, national or local, have the potential for help ranging from material and financial assistance, to guidance, counseling, and supportive services.

*Conflict of Interest*

Any employee action that adversely affects the interest of the institution. Outside concerns may bring undue pressure upon the employee in his/her effort to make decisions concerning official duties.

*Contraband*

Any item possessed by juveniles or found within the facility that is illegal by law or that is expressly prohibited by those legally charged with the responsibility for administration and operation of the facility or program.

*Contractual Arrangement*

An agreement between a private party to provide services to juveniles for remuneration, such as an incorporated agency or a married couple. (See Independent Operators.)

*Corporal Punishment*

Any act of inflicting punishment directly on the body, causing pain or injury.

*Correctional Facility*

A place or organization designed and equipped to incarcerate or maintain persons sentenced by legal authority.

*Counseling*

Planned use of interpersonal relationships to promote social adjustment. Counseling programs provide opportunities to express feelings verbally with the goal of resolving problems of individual juveniles. There are at least three types of counseling that may be provided: individual, in a one-to-one relationship; small group counseling; and large group counseling in a living unit (i.e., therapeutic community).

*Delinquent Act*

An act that if committed by an adult would be a crime.

*Delinquent Juvenile*

A juvenile who has been charged with or adjudicated for conduct which would be under the law of the jurisdiction in which the offense was committed and be a crime if committed by an adult. (See also Status Offender and Juvenile Offender.)

*Detainer*

A warrant placed against a person in a federal, state or local correctional facility, notifying the holding authority of the intention of another jurisdiction to take custody of that individual when that person is released.

*Detention*

Temporary care of juvenile alleged to be delinquent who requires secure custody in a physically restricting facility.

*Dispositional Hearing*

A hearing held subsequent to the adjudicatory hearing in order to determine what order of disposition (i.e., probation, training school, foster home) should be made concerning a juvenile adjudicated as delinquent.

*Dormitory*

Any room sleeping more than five juveniles.

*Educational Program*

A program of formal academic education or a vocational training activity designed to improve the juvenile's employment capability.

*Emergency Care*

Care for an acute illness or unexpected health care need that cannot be deferred until the next scheduled sick call. Emergency care shall be provided to the juvenile population by the medical director, physician, other staff, local ambulance services and/or outside hospital emergency rooms. This care shall be expedited by following specific written procedures for medical emergencies described in this document.

*Environmental Health*

All the conditions, circumstances, and surrounding influences that affect the health of persons or groups required to be in the area.

*Facility*

A place, an institution, a building or part thereof, set of buildings, or an area, whether or not enclosing a building or set of buildings, which is used for the lawful custody and treatment of juveniles and may be owned and/or operated by public or private agencies.

*Field Services*

The professional workers assigned case responsibility for control, supervision, and provision of program services to juveniles. (Sometimes referred to as field workers.)

*First Aid*

Care for a condition that requires immediate assistance from a person trained in first aid care and the use of the facility's first aid kits.

*Footcandle*

A measurement of light equal to the amount of direct light thrown by one international candlepower on a surface one foot away.

*Governing Authority*

For public/governmental agencies, the administrative department or division to which the agency reports; it is the policy-setting body. For private agencies, this may be an administrative headquarters or central unit, or the board of directors or trustees.

*Grievance*

A circumstance or action considered to be unjust and grounds for complaint or resentment.

*Group Homes*

These are nonsecure residential programs emphasizing family-style living in a homelike atmosphere. Program goals are similar to those for large community residential programs. Although group homes usually house youths who are court committed, they also house abused or neglected youths who are placed by social agencies. Small group homes serve from 4 to 8 youths; large group homes serve from 8 to 12 youths. The age range varies from 10 to 17, with the concentration from ages 13 to 16.

*Handicapped Juvenile*

A person with a mental or physical impediment or disadvantage that restricts that person's ability to utilize programs or services.

*Hearing*

A proceeding to determine a course of action, such as the placement of a juvenile, or to determine guilt or innocence in a disciplinary matter. Arguments, witnesses, or evidence are heard by a judicial officer or administrative body in making the determination.

*Holidays*

All days legally designated as nonworkdays by statute or by the governing authority.

*Independent Operators*

A person or persons who contract with the probation department or other governmental agency to operate and manage a group home, foster home, or community center for juveniles.

*Information System*

The concepts and supporting technology for the collection, organization, and delivery of information for administrative use. There are two major types of information: (1) standard information, consisting of data required for operational control, such as the daily count, payroll data, probation/aftercare success recidivism rates, and case load levels; and (2) demand information, consisting of information that can be generated when a report is required, such as information on the number of juveniles eligible for discharge during a 12-month period by offense, sentence, and month of release.

*Intake*

The process for determining whether the interests of the public or the juvenile require the filing of a petition with the juvenile court. Generally an intake officer receives, reviews, and processes complaints, recommends detention or release where necessary, and provides services for juveniles and their families, including diversion and referral to other community agencies.

*Independent Outside Source*

A person qualified by license, education, or experience to examine a condition or service. To be considered independent, the examiner must not be in the employment of the facility being inspected. Example: An outside auditor or inspector examining a program or condition within a juvenile detention facility may not be an employee of that facility and still be considered independent. An auditor or inspector examining a program or condition within a community center may not be an employee of that center and still be considered independent.

*Interstate Compact for the Supervision of Probationers and Parolees*

An agreement entered into by eligible jurisdictions in the United States and its territories which provides the means for these jurisdictions to function cooperatively in working with probationers and releasees.

*Interstate Compact on Juveniles*

An agreement authorizing the interstate supervision of juvenile delinquents and the cooperative institutionalization of special types of delinquent juveniles, such as psychotics and defective delinquents.

*Juvenile*

A person under the age of 21, or as defined in the local jurisdiction as under the age of majority.

*Juvenile Court*

The court having jurisdiction over juveniles who are alleged or found to be delinquent.

*Juvenile Offender*

An individual subject to juvenile court jurisdiction for purposes of adjudication and programming based on age and offense limitations as defined by law. (See Delinquent Youth.)

*Life Safety Code*

A manual published and updated by the National Fire Protection Association specifying minimum standards for fire safety necessary in the public interest; two chapters are devoted to corrections facilities.

*Major Equipment*

All equipment that is securely and permanently fastened to the building or any equipment with a current book value of \$1,000 or more.

*Nonresidential Programs*

Nonresidential programs provide intensive services to juveniles who live at home and report to the program on a daily basis. Juveniles in these programs require more attention than provided by probation and aftercare services. Often the program operates its own education program through the local school district. The population of nonresidential programs may be as many as 50 boys and girls ranging in age from 10 to 18. The population is usually drawn from court commitments, but may include juveniles enrolled as a preventive or diversionary measure. The program may operate as part of a residential program, and it may provide space for occasional overnight stays by program participants where circumstances warrant additional assistance.

*Nonsecure Detention Facility*

Facilities such as foster or group homes.

*Official Personnel File*

A current and accurate record of the employee's job history, including all important information relating to that history.

*Parent*

The person with whom a juvenile regularly lives and who is the natural, adoptive, or surrogate parent.

*Parent Governmental Organization*

The administrative department or division to whom the agency seeking accreditation reports; it is the policy-setting body. (Also referred to as parent agency.)

*Petition*

An application for a court order or other judicial action. Hence, a delinquency petition is an application for the court to act in the matter of a juvenile apprehended for a delinquent act.

*Physical Examination*

A thorough evaluation of a patient's current physical condition and medical histories conducted by, or under the supervision of, a licensed professional.

*Placing Authority*

That agency or body with the authority to order a juvenile into a specific dispositional placement. This may be the juvenile court, the probation department, or other duly constituted and authorized placement agency.

*Policy*

A definite, stated course or method of action that guides and determines present and future decisions and activities. A policy is a statement of principles that guides the agency in the attainment of objectives. To comply with a standard that requires a policy for a certain area, there must be not only a written policy, but also evidence that a line of action or principle has been adopted and is being followed by the agency.

*Probation*

A court-ordered disposition alternative through which an adjudicated delinquent is placed under the control, supervision, and care of a probation field staff member.

*Procedure*

A procedure provides the detailed and sequential actions that must be executed to ensure that a policy is fully implemented.

*Professional Associations*

A collective body of persons engaged in a particular profession or vocation. The American Correctional Association, the American Medical Association, and the National Association of Clinical Psychologists are examples of professional associations; however, in the United States there are hundreds of similar professional groups.

*Program*

The plan or system through which a correctional agency works to meet its goals; often this program requires a distinct physical setting, such as a community residential facility, group home, or foster home.

*Program Director*

The person directly in charge of the program, who may also be called the administrator, superintendent, or house parent.

*Program Participant*

A juvenile identified or qualified by the courts as a facility resident.

*Ranch*

These nonsecure residential programs provide services to youths in rural settings. Typically, the residents participate in a structured program of education, recreation, and facility maintenance, including responsibility for the physical plant, its equipment, and livestock. Often there are 20 to 60 juveniles in the ranch setting, ranging in age from 13 to 18 years. The standards in this manual restrict the maximum population to 50 youths.

*Rated Capacity*

The actual number of beds available for regular use. This does not include hospital beds, segregation beds, or other spaces used only on a temporary basis.

*Releasing Authority*

The decision-making body and/or person which has the responsibility to grant, deny, and revoke release from a juvenile institution or program of supervision. In some jurisdictions it is called the parole board or the parole commission. (See Aftercare.)

*Referral*

The process by which a juvenile is introduced to an agency or service where the assistance needed can be obtained.

*Secure Institution*

Any facility that is designed and operated to ensure that all entrances and exits are under the exclusive control of the facility's staff, thereby not allowing a juvenile to leave the facility unsupervised or without permission.

*Renovation*

A significant structural or design change in the physical plant of a facility.

*Security Devices*

Locks, gates, doors, bars, fences, screens, ceiling, floors, walls, and barriers used to confine and control detained persons. Also included are electronic monitoring equipment, security alarm systems, security light units, auxiliary power supplies, and other equipment used to maintain facility security.

*Self-Insurance Coverage*

A statewide system designed to insure the payment of all legal claims for injury or damage incurred as a result of the actions of state officials, employees, or agents.

*Shelter Facility*

Any public or private facility, other than a juvenile detention or correctional facility, designated to provide either temporary placement for alleged or adjudicated status offenders prior to the issuance of a disposition order, or longer term care under a juvenile court disposition order.

*Status Offender*

A juvenile who has been charged with or adjudicated for conduct that would not, under the law of the jurisdiction in which the offense was committed, be a crime if committed by an adult. (Status offenders are not housed in training schools.)

*Training*

Formal classroom instruction; on-the-job training under the direction of an instructor; training meetings or conferences that include a formal agenda and instruction by a teacher, manager, or official; physical training; or other instructional programs that include a trainer/trainee relationship. Training programs usually include requirements for completion, attendance recording, and a system for recognition of completion.

*Training School*

Youth Development Center, Youth Village, Youth Correction Center, Youth Treatment Center, Youth Service Center, or Schools or Homes for Boys and Girls.

The typical training school may provide supervision, programs and residential services for over 100 residents; however, programs of over 100 juveniles are not encouraged. The standards for new



facilities in this manual require that each new training school have no more than 100 beds and be limited to two stories in height.

These facilities are designed and operated to ensure that all entrances and exits are under the exclusive control of facility staff, thereby not allowing a juvenile to leave the facility without authorization.

Youth development centers, youth treatment centers, secure training schools, and other facilities in this category may serve relatively smaller populations ranging from 40 to 100 juveniles. The age range served is generally from 13 to 18 years, although in many jurisdictions residents may be as young as 10 years or as old as 20 years. The latter instance usually involves juveniles who have been returned to the facility as parole violators.

*Urine Surveillance Program*

A program whereby urine samples are collected on an irregular schedule from those juveniles suspected of, or having a history of, drug use, for the purpose of determining current or recent use of drugs.

*Volunteers*

Persons who donate their time and effort to enhance the activities of the program. They are selected on the basis of their skills or personal qualities to provide services in recreation, counseling, education, religious activities, etc.

*Workmen's Compensation*

A statewide system of benefits for employees who are disabled by job-related injury.

## Code of Ethics

### AMERICAN CORRECTIONAL ASSOCIATION

The American Correctional Association expects of its members unflinching honesty, respect for the dignity and individuality of human beings, and a commitment to professional and compassionate service. To this end we subscribe to the following principles.

#### Relationships with clients/colleagues/other professionals/the public—

- Members will respect and protect the civil and legal rights of all clients.
- Members will serve each case with appropriate concern for the client's welfare and with no purpose of personal gain.
- Relationships with colleagues will be of such character to promote mutual respect within the profession and improvement of its quality of service.
- Statements critical of colleagues or their agencies will be made only as these are verifiable and constructive in purpose.
- Members will respect the importance of all elements of the criminal justice system and cultivate a professional cooperation with each segment.
- Subject to the client's rights of privacy, members will respect the public's right to know, and will share information with the public with openness and candor.
- Members will respect and protect the right of the public to be safeguarded from criminal activity.

#### Professional conduct/practices—

- No member will use his official position to secure privileges or advantages for himself.
- No member will act in his official capacity in any matter in which he has personal interest that could in the least degree impair his objectivity.
- No member will use his official position to promote any partisan political purposes.
- No member will accept any gift or favor of a nature to imply an obligation that is inconsistent with the free and objective exercise of his professional responsibilities.
- In any public statement members will clearly distinguish between those that are personal views and those that are statements and positions on behalf of an agency.
- Each member will be diligent in his responsibility to record and make available for review any and all case information which could contribute to sound decisions affecting a client or the public safety.
- Each member will report without reservation any corrupt or unethical behavior which could affect either a client or the integrity of the organization.
- Members will not discriminate against any client, employee or prospective employee on the basis of race, sex, creed or national origin.
- Each member will maintain the integrity of private information; he will neither seek personal data beyond that needed to perform his responsibilities, nor reveal case information to anyone not having proper professional use for such.
- Any member who is responsible for agency personnel actions will make all appointments, promotions or dismissals only on the basis of merit and not in furtherance of partisan political interests.

(Adopted August 1975 at the 105th Congress of Correction)

# INDEX

ACADEMIC PROGRAMS (See EDUCATION: Academic/Vocational Programs)

## ADMINISTRATION:

Administrative Manual 2-9006  
Administrative Officer 2-9008, 2-9068, 2-9069, 2-9070, 2-9309  
By-Laws 2-9031, 2-9032  
Communication Channels 2-9016  
Community Involvement (See Also COMMUNITY RELATIONS) 2-9023  
Employee/Management Relations 2-9012  
Goals:  
    formulation 2-9010  
    mission 2-9006  
Inspection System (See INSPECTIONS)  
Legal Assistance 2-9022  
Information Dissemination (See INFORMATION DISSEMINATION)  
Organizational Chart 2-9013  
Public Information Program (See Also INFORMATION DISSEMINATION) 2-9024  
Policy and Procedure dissemination 2-9061  
    formulation 2-9010, 2-9011  
    implementation 2-9004  
    manual 2-9015  
    review (See Also ANNUAL REVIEW: Policies and Procedures) 2-9009, 2-9015, 2-9026, 2-9062  
Political Involvement 2-9084  
Quarterly Reports (See Also REPORTS) 2-9027  
Staff Meetings 2-9016  
Staff Participation 2-9011  
Staffing Requirements (See PERSONNEL: Staffing Requirements)  
Tax Status 2-9030  
Unit Management 2-9013  
Work Stoppage 2-9167

## ADMINISTRATOR:

Appointment 2-9008, 2-9068  
Authority 2-9069  
Qualifications 2-9069, 2-9070  
Responsibilities 2-9069  
    approval required 2-9107, 2-9191  
    fiscal management 2-9037  
    formulating goals and policies 2-9010  
    hearings 2-9038  
    implementing policies 2-9004  
    meetings 2-9016  
    outside agencies 2-9009

personnel 2-9008  
reviews 2-9020, 2-9021, 2-9104, 2-9107, 2-9309

Termination 2-9071

Term of Office 2-9069, 2-9071

Staff Communication 2-9016

## ADMISSION PROCEDURES:

Admission Report 2-9383  
Classification (See Also CLASSIFICATION) 2-9388  
Housing Assignment 2-9397  
Medical Screening/Appraisal 2-9244, 2-9245, 2-9246, 2-9247  
Orientation 2-9381, 2-9384  
Personal Property (See Also JUVENILES' PERSONAL PROPERTY) 2-9385  
Reception 2-9386

## AFFIRMATIVE ACTION (See EQUAL EMPLOYMENT OPPORTUNITIES)

## ANNUAL REVIEWS:

Classification Manual 2-9387  
Dietary Allowance System 2-9198  
Educational/Vocational Training Programs 2-9349  
Juvenile Rules 2-9289  
Management Information 2-9101, 2-9104  
Mission Statement 2-9006  
Organizational Chart 2-9013  
Performance Review 2-9078  
Personnel Requirements 2-9073  
Plans 2-9166, 2-9394  
Policies and Procedures 2-9003, 2-9009, 2-9015, 2-9062, 2-9101, 2-9156, 2-9174, 2-9188, 2-9317, 2-9325  
Post Orders 2-9187  
Program Needs 2-9375  
Public Information Program 2-9024  
Record Management 2-9109  
Space Requirements 2-9020  
Training Program 2-9085

## BUDGET (See FISCAL MANAGEMENT)

BY-LAWS: 2-9031, 2-9032

## CASE RECORDS:

Confidentiality 2-9109, 2-9113, 2-9114, 2-9115, 2-9405  
Content 2-9109, 2-9110, 2-9111, 2-9405  
admission report 2-9383

deferral of release 2-9402  
disciplinary report 2-9308, 2-9310  
Disclosure 2-9109  
Format 2-9111  
Juvenile Access 2-9407  
Management 2-9109  
Master File 2-9110, 2-9112, 2-9310  
Policy and Procedure 2-9109  
Release of Information Consent Form  
2-9113  
Transfers 2-9116

CHIEF EXECUTIVE OFFICER (See AD-  
MINISTRATOR)

CITIZEN INVOLVEMENT (See  
VOLUNTEERS)

CLASSIFICATION:

Appeals 2-9393  
Classification Plan 2-9388, 2-9392  
Custody Level 2-9392, 2-9394, 2-9395,  
2-9396, 2-9397  
Health Care Needs 2-9257  
Manual 2-9387  
Procedures 2-9387, 2-9389  
Program Status Review 2-9391  
Special Needs Juveniles (See Also  
SPECIAL NEEDS JUVENILES)  
2-9390, 2-9397

CO-EDUCATIONAL FACILITIES: 2-9274

COMMISSARY/CANTEEN: 2-9054,  
2-9055

COMMUNICATION (See Also MAIL  
SERVICES):

Among Staff 2-9016  
Between Staff and Juveniles 2-9017

COMMUNITY ACTIVITIES, JUVENILE:  
2-9334, 2-9341, 2-9376

COMMUNITY RELATIONS:

Community Involvement 2-9023  
Community Resources (See COMMUNI-  
TY RESOURCES)  
Information Dissemination (See Also IN-  
FORMATION DISSEMINATION)  
2-9024, 2-9025  
Volunteers (See VOLUNTEERS)

COMMUNITY RESOURCES:

Education Programs 2-9348  
Purchasing 2-9047  
Recreation 2-9360

Residential Centers 2-9380  
Vocational Training 2-9347, 2-9348

CONFIDENTIALITY:

Case Records 2-9109, 2-9113, 2-9114, 2-9115,  
2-9405  
policy and procedure 2-9109  
Health Records 2-9265  
Information Systems 2-9418  
Juvenile Rights 2-9280, 2-9283, 2-9319,  
2-9323  
Media 2-9284  
Personnel 2-9066, 2-9082

CONFLICT OF INTEREST: 2-9019, 2-9032

CONSTITUTION, FACILITY: 2-9028

CONTRABAND: 2-9018

CONTRACT SERVICES: 2-9082, 2-9184

COUNSELING: 2-9369

Academic/Vocational 2-9345  
Family/Parental Education 2-9270  
Mental Health 2-9370  
Program 2-9334  
Religious 2-9277

CRISIS INTERVENTION SERVICES:  
2-9370

DAY RELEASE: 2-9376, 2-9377, 2-9378,  
2-9379

DEATH: 2-9252

DISCIPLINARY PROCEDURES (See Also  
RULES OF JUVENILE CONDUCT;  
VIOLATIONS):

Appeal 2-9311  
Corporal Punishment 2-9281  
Criminal Act 2-9316  
Disciplinary Confinement 2-9300, 2-9301,  
2-9302, 2-9312, 2-9313  
Hearings 2-9303  
decision 2-9311  
hearing record 2-9308, 2-9310  
juvenile participation 2-9304, 2-9307  
panel 2-9305  
representation 2-9306  
schedule 2-9303  
written notice 2-9311  
Investigation 2-9298  
Minor Misbehavior 2-9292, 2-9293  
Privilege Suspension 2-9315  
Prosecution 2-9316  
Reports 2-9296, 2-9297, 2-9299, 2-9302

Rewards 2-9314  
Room Restriction 2-9293, 2-9294, 2-9295,  
2-9310  
Sanctions 2-9312, 2-9379  
prohibited sanctions 2-9281

**EDUCATION (See Also TRAINING; PER-  
SONNEL: Qualifications):**

Academic/Vocational Programs 2-9334,  
2-9335, 2-9343, 2-9377  
counseling 2-9345  
curriculum 2-9340  
evaluation 2-9340, 2-9349, 2-9350  
juvenile needs 2-9336, 2-9339, 2-9340,  
2-9344, 2-9345  
pre-vocational training 2-9346  
scheduling 2-9336, 2-9365  
staff 2-9337, 2-9338  
Community Resources 2-9023, 2-9347,  
2-9348  
Educational Accomplishments 2-9340  
Health Education 2-9266, 2-9270  
Personnel 2-9099

**EMERGENCY PROCEDURES:**

Communications 2-9170  
Emergency Plans 2-9166, 2-9253  
Equipment 2-9168  
alarms 2-9158  
power 2-9168, 2-9169  
testing 2-9168  
Escapes 2-9189, 2-9190  
Evacuation 2-9146, 2-9161, 2-9162, 2-9163,  
2-9164  
drills 2-9163  
exits 2-9146  
plan 2-9163  
Firearm Distribution 2-9195  
Fire Emergencies (See Also FIRE SAFE-  
TY) 2-9157  
First Aid 2-9241  
Medical Emergencies (See Also HEALTH  
CARE SERVICES: Emergency Care):  
2-9194, 2-9253  
Reserve Personnel 2-9074  
Transportation 2-9171, 2-9172

**EQUAL EMPLOYMENT OPPOR-  
TUNITIES: 2-9060**

Affirmative Action Program 2-9063,  
2-9064  
Ex-offenders 2-9065

**EQUIPMENT:**

Purchase 2-9051  
Replacement 2-9041

**EVALUATIONS:**

Academic/Vocational Programs 2-9340,  
2-9342, 2-9349, 2-9350  
Classification 2-9387  
Information System 2-9101, 2-9104  
Institutional Programs 2-9106  
Menu Preparation 2-9199  
Needs 2-9147  
Performance Criteria 2-9102  
Training Program 2-9085

**EX-OFFENDERS: 2-9065**

**FIRE SAFETY (See Also EMERGENCY  
PROCEDURES):**

Alarms 2-9158  
Equipment 2-9157  
Evacuation 2-9146, 2-9161, 2-9163  
drills 2-9163  
plan 2-9163  
Exits 2-9146, 2-9161, 2-9162, 2-9163  
Fire Drills 2-9163  
Fire Prevention Plan 2-9157  
Fire Safety Codes 2-9145, 2-9155, 2-9161,  
2-9163  
Inspections 2-9156, 2-9157, 2-9161, 2-9163  
Materials, Fire Hazards of 2-9145, 2-9159,  
2-9165  
Noncombustible Receptacles 2-9160

**FISCAL MANAGEMENT:**

Accounting System 2-9042, 2-9043  
audits 2-9048  
check and monies control 2-9042,  
2-9043, 2-9044, 2-9046  
vouchers 2-9046  
Bonding 2-9046  
Budget planning 2-9040  
preparation 2-9037, 2-9041  
requests 2-9037  
revisions 2-9039  
Commissary 2-9055  
Insurance 2-9052  
Inventory Control 2-9050  
Juvenile's Funds (See Also JUVENILES'  
PERSONAL PROPERTY): 2-9053  
Management 2-9040  
Position Control 2-9049  
Purchasing 2-9047, 2-9051  
Service Contracts 2-9047

**FOOD SERVICES:**

Diets, Special 2-9204, 2-9205  
Garbage Disposal 2-9209  
Inspection 2-9211  
Meals  
conditions 2-9206, 2-9213

frequency 2-9207  
Menu 2-9199, 2-9200, 2-9203  
Personnel 2-9201  
  supervisors 2-9201, 2-9202  
Records 2-9208  
Regulations  
  dietary allowances 2-9198, 2-9199, 2-9212  
  health/safety standards 2-9210  
Storage 2-9209, 2-9211

FORCE, USE OF: 2-9190, 2-9193

FOSTER HOMES: 2-9380

**GOVERNING AUTHORITY:**

Appointment of Facility Administrator  
  2-9068  
Approval of By-Laws 2-9031, 2-9032  
Budget Hearings 2-9038  
Defining Administrator's Role 2-9069  
Fiscal Reports 2-9045  
Grievance Procedure 2-9079  
Legal Responsibility 2-9029  
Legality 2-9001  
Personnel Policy 2-9062  
Research 2-9105

**GRIEVANCE PROCEDURES:**

Juveniles 2-9276  
Personnel 2-9060, 2-9079

**HANDICAPPED, PROVISIONS FOR:**

Facilities 2-9152

**HAIR CARE SERVICES: 2-9220**

**HEALTH CARE SERVICES: 2-9334**

Access 2-9248, 2-9253  
  continuity of care 2-9249  
  physical examination 2-9262  
  sick call 2-9250, 2-9251  
Communicable Disease 2-9242  
Death 2-9252  
Dental Services 2-9256  
  emergency 2-9253  
  personnel 2-9256  
Detoxification 2-9259  
Emergency Care (See Also EMERGEN-  
CY PROCEDURES)  
  first aid 2-9241  
  health care 2-9194, 2-9253, 2-9254  
Facility 2-9139  
  equipment 2-9240  
Family Notification 2-9252  
Family Planning Services 2-9270  
First Aid Kits 2-9241  
Gynecological Services 2-9270

Health Appraisal 2-9245, 2-9246, 2-9247,  
  2-9264  
Health Authority 2-9229, 2-9230, 2-9239  
  policy review 2-9232  
  reports 2-9231  
  responsibilities 2-9229, 2-9230, 2-9233,  
    2-9254, 2-9260, 2-9264, 2-9265  
Health Education 2-9266, 2-9270  
Hospital Care 2-9237, 2-9267  
Immunizations 2-9247  
Informed Consent 2-9264, 2-9268  
Medications 2-9261  
Mental Health Services 2-9236, 2-9257,  
  2-9370  
  appraisal 2-9254  
  housing 2-9397  
Nursing 2-9234  
Obstetrical Services 2-9270  
Orders, Direct/Standing 2-9234  
Pharmaceuticals  
  management 2-9260  
  psychotropic drugs 2-9260, 2-9262,  
    2-9263  
Records 2-9244, 2-9246, 2-9247, 2-9261,  
  2-9264, 2-9265  
  transfers 2-9269  
Screening 2-9244, 2-9264  
Security Regulations 2-9230  
Special Care Needs 2-9243, 2-9258  
  chronic/convalescent 2-9255  
  prostheses/orthotic devices 2-9272  
  specialists 2-9235  
  substance abuse 2-9259  
Staff 2-9233, 2-9239  
  health-trained personnel 2-9246  
  licensing 2-9239  
  private physicians 2-9238  
  qualified health personnel 2-9230,  
    2-9239, 2-9249, 2-9250  
  training 2-9254  
Surgery 2-9252  
Transfers 2-9269  
Treatment Plan 2-9253, 2-9258, 2-9264

**HOSTAGES: 2-9197**

**HYGIENE:**

Inspection 2-9215  
Juvenile Clothing 2-9222, 2-9224, 2-9226  
  cleaning 2-9225, 2-9228  
  issue 2-9222  
Linens 2-9223, 2-9224, 2-9226  
Personal Hygiene 2-9221  
  bathing facilities 2-9227  
  hair care 2-9220  
Water Supply 2-9217

**INFORMATION DISSEMINATION (See Also CONFIDENTIALITY):**

Community Agencies 2-9024, 2-9025  
Media 2-9025  
Public Information Programs 2-9023  
Tax Status 2-9030

**INFORMATION SYSTEMS:**

Access 2-9100  
Evaluation (See Also EVALUATION) 2-9104  
performance criteria 2-9102  
Population Statistics 2-9103  
Reports 2-9103

**INSPECTIONS:**

Emergency Equipment 2-9168  
Fire Safety 2-9156, 2-9157, 2-9161, 2-9163  
Food Service 2-9211  
Living/Activity Areas 2-9145  
Sanitation 2-9215  
Security Devices 2-9182

**JUVENILES' MONEY (See Also FISCAL MANAGEMENT: Juveniles' Funds): 2-9056**

**JUVENILE ORIENTATION (See ADMISSION PROCEDURES)**

**JUVENILES' PERSONAL PROPERTY (See Also ADMISSION PROCEDURES): 2-9143, 2-9385**

**JUVENILE RIGHTS:**

Clothing 2-9288  
Co-educational Institutions 2-9274  
Communication  
correspondence 2-9283, 2-9318, 2-9319, 2-9322, 2-9323  
media 2-9284  
telephone 2-9330  
Disciplinary Procedures (See Also DISCIPLINARY PROCEDURES) 2-9281  
Discrimination 2-9273  
Grievance Procedure 2-9276  
Health Care, Access to (See Also HEALTH CARE SERVICES) 2-9334, 2-9248, 2-9253  
Legal System, Access to  
attorneys 2-9280, 2-9283, 2-9323, 2-9334  
courts 2-9279, 2-9323, 2-9334  
law library 2-9334  
Personal Abuse 2-9281  
Personal Grooming 2-9285, 2-9286  
Privacy 2-9025

Recreation 2-9278  
Religion 2-9277  
Supervision 2-9275  
Visits (See Also VISITATION) 2-9326  
Work Assignments 2-9282

**LEGAL ASSISTANCE:**

Administration 2-9022  
Juveniles 2-9280, 2-9283, 2-9323, 2-9334

**LEISURE TIME ACTIVITIES (See RECREATION ACTIVITIES)**

**LIBRARY SERVICES: 2-9334, 2-9351, 2-9355**

Facility 2-9356  
Materials 2-9096, 2-9352, 2-9355  
Needs Assessment 2-9354  
Staffing 2-9353

**MAIL SERVICES: 2-9317, 2-9334**

Cash Control 2-9321  
Contraband 2-9320, 2-9323  
Distribution 2-9322  
Forwarding 2-9331  
Inspection 2-9320, 2-9323  
Postage Allowance 2-9318, 2-9324  
Volume Limit 2-9318

**MANAGEMENT INFORMATION (See INFORMATION SYSTEMS; RESEARCH)**

**MEDICAL SERVICES (See HEALTH CARE SERVICES)**

**MENTAL HEALTH (See HEALTH CARE SERVICES)**

**ORGANIZATIONAL CHART:**

Annual Review 2-9013  
For Staff 2-9014

**PERSONNEL:**

Benefits 2-9060, 2-9080  
compensation 2-9098  
reimbursement 2-9083, 2-9098, 2-9099  
Code of Ethics 2-9019  
Communication 2-9016, 2-9017  
Confidentiality (See Also CONFIDENTIALITY) 2-9066, 2-9082  
Contract Personnel 2-9082  
Criminal Record Check 2-9058  
Demotion 2-9077  
Education (See Also EDUCATION) 2-9099  
Employee/Management Relations 2-9012

Equal Employment Opportunities 2-9060  
affirmative action 2-9063, 2-9064  
ex-offenders 2-9065  
Force, Use of 2-9190, 2-9193  
Grievance Procedure 2-9060, 2-9079  
Job Description 2-9060  
Lateral Entry 2-9081  
Non-Facility Service Staff 2-9018  
Offices 2-9141, 2-9153  
Performance Review 2-9076, 2-9077,  
2-9078  
Physical Examination 2-9059, 2-9060  
Policies  
formulation 2-9011  
manual 2-9060, 2-9061  
Political Involvement 2-9084  
Post Orders 2-9187  
Probationary Period 2-9076, 2-9077  
Professional Involvement 2-9099  
Promotion 2-9057, 2-9081  
Qualifications 2-9060, 2-9072, 2-9202  
education 2-9075  
experience 2-9075  
Records 2-9060, 2-9066, 2-9067  
Reimbursement 2-9083, 2-9098, 2-9099  
Resignation 2-9060  
Retirement 2-9060  
Salaries 2-9060, 2-9080  
Selection (See Also Criminal Record  
Check; Physical Examination) 2-9057  
Staff Participation 2-9011, 2-9101  
Staffing Requirements 2-9173, 2-9373  
emergency staffing 2-9074  
Supervisors 2-9072, 2-9167  
Termination 2-9060, 2-9077  
Training (See TRAINING)  
Weapons, Use of 2-9195  
Work Load 2-9073  
Work Stoppage 2-9167

#### PHYSICAL PLANT:

Architectural Barriers 2-9152  
Building Codes 2-9118  
Capacity  
institution 2-9122, 2-9151  
multiple-occupancy rooms 2-9125  
rated bed capacity 2-9120  
Dayroom 2-9128, 2-9153  
Exits 2-9146  
Fire Safety (See Also EMERGENCY  
PROCEDURES; FIRE SAFETY)  
evacuation 2-9146  
exits 2-9146  
finishing material 2-9145  
alarms 2-9158  
Floor Space Requirements  
dayroom 2-9128

dining area 2-9132  
exercise space 2-9131, 2-9137  
individual rooms 2-9126  
indoor activity area 2-9131  
kitchen 2-9133  
Furnishings 2-9125, 2-9127  
Housekeeping Plan 2-9216  
Individual Rooms 2-9126, 2-9153  
Inspections (See INSPECTIONS)  
Lighting Requirements 2-9123, 2-9127  
Living Units 2-9119, 2-9120, 2-9123, 2-9124,  
2-9145, 2-9154  
Location 2-9121, 2-9148, 2-9149  
Maintenance  
cleaning equipment 2-9144  
housekeeping plan 2-9216  
Multiple-occupancy Rooms 2-9125  
dormitories 2-9124  
National Code Compliance  
building codes 2-9118  
fire safety codes 2-9145, 2-9155, 2-9161,  
2-9163  
sanitation/health codes 2-9214, 2-9217  
Program Facilities  
educational programs 2-9134  
food services 2-9133  
recreation activities 2-9131, 2-9137  
religious services 2-9138  
visiting 2-9136  
vocational 2-9135  
Sanitation Facilities 2-9127  
bathing facilities 2-9123  
Security Room 2-9140  
Service Facilities  
health care service 2-9139  
Sleeping Rooms 2-9126, 2-9127  
Storage Space  
cleaning supplies and equipment 2-9144  
juvenile 2-9143  
linens 2-9142  
Temperatures 2-9127, 2-9130  
Ventilation 2-9129, 2-9144  
Zoning Ordinances 2-9117

POLICY (See ADMINISTRATION: Policy  
and Procedure)

PRIVACY (See CONFIDENTIALITY)

PROGRAMS (See Also EDUCATION; IN-  
FORMATION DISSEMINATION;  
Public Information Programs; RECREA-  
TION ACTIVITIES; RELIGIOUS SER-  
VICES: WORK PROGRAMS):  
Assignment  
classification 2-9391, 2-9392  
program status review 2-9391



Availability 2-9126  
Changes 2-9342  
Co-educational 2-9274  
Evaluation 2-9106, 2-9334  
Health Education 2-9266, 2-9270  
Licensing Requirements 2-9007  
Management 2-9263  
Needs Assessment 2-9375  
Orientation 2-9334  
Philosophy 2-9150  
Prerelease 2-9334  
Reception Program 2-9334, 2-9386  
Restitution 2-9377

**PSYCHOLOGICAL SERVICES: 2-9334**

**PUBLICATIONS: 2-9332**

**RECEPTION (See ADMISSION PROCEDURES)**

**RECORDS:**

Case Records (See Also CASE RECORDS) 2-9109, 2-9110  
Confidentiality  
    case records 2-9109, 2-9113, 2-9115, 2-9265, 2-9402  
Food Service 2-9208  
Format 2-9111  
Health Care Records (See Also HEALTH CARE SERVICES) 2-9264, 2-9265  
Master File 2-9110, 2-9112  
Personnel (See PERSONNEL)  
Population Movement 2-9103  
Program Status Review 2-9391  
Release of Information Consent Form 2-9114  
Transfers 2-9116

**RECREATION ACTIVITIES:**

Availability 2-9334  
Community Activities 2-9360  
Equipment 2-9359  
Facilities  
    exercise space 2-9131, 2-9137  
Schedules 2-9357  
Staffing 2-9358

**RELEASE PREPARATION:**

Detainers 2-9408  
Hearing 2-9404  
Juvenile Access to Information 2-9407  
Procedures 2-9399, 2-9400, 2-9401, 2-9403, 2-9406, 2-9409  
Program 2-9398

**RELIGIOUS SERVICES:**

Availability 2-9334, 2-9363  
Equipment 2-9364  
Facilities 2-9138, 2-9364  
Participation 2-9277, 2-9361  
Religious Freedom 2-9277  
Staffing 2-9362, 2-9363

**REPORTS (See Also INSPECTIONS):**

Admission Report 2-9383  
Disciplinary Reports 2-9296, 2-9297, 2-9299, 2-9302  
Line Staff Reports 2-9179  
Health Care 2-9231  
Parent Agency, Reports to 2-9026, 2-9027, 2-9045  
Population Movement 2-9103  
Special Incidents 2-9179, 2-9192

**RESEARCH (See Also CONFIDENTIALITY; INFORMATION SYSTEMS);**

Approval 2-9107  
Conduct of 2-9105, 2-9115, 2-9263  
Funding 2-9105  
Juvenile Participation 2-9108, 2-9263, 2-9271

**RESIDENCY QUALIFICATIONS: 2-9005**

**RULES OF JUVENILE CONDUCT (See Also DISCIPLINARY PROCEDURES):**

2-9289, 2-9291  
Rulebook 2-9290

**SANITATION:**

Housekeeping Plan 2-9216  
Inspection (See Also INSPECTIONS) 2-9215  
Pest Control 2-9218  
Regulations 2-9214, 2-9217  
Waste Disposal 2-9219  
Water Supply 2-9217

**SECURITY AND CONTROL (See Also EMERGENCY PROCEDURES and CLASSIFICATION: Custody Level):**

Chemical Agents 2-9193  
Communications 2-9170, 2-9177  
Contraband 2-9184  
Control Center 2-9177  
Equipment Control 2-9186  
Escapes 2-9188, 2-9190  
Force, Use of 2-9190  
Hostages 2-9197  
Injuries 2-9194  
Inspection  
    facility 2-9183  
    security devices 2-9182

Juvenile Count 2-9180  
Juvenile Movement 2-9178, 2-9180, 2-9181  
Key Control 2-9185  
Log 2-9179  
Manual 2-9174  
Medications 2-9263  
Perimeter 2-9175, 2-9176  
Post Orders 2-9187  
Protective Care 2-9189  
Reports 2-9179, 2-9180, 2-9181, 2-9182,  
2-9183, 2-9190, 2-9197  
Restraints 2-9191, 2-9192, 2-9197  
Search Procedures 2-9184  
Security Devices  
record of use 2-9192, 2-9197  
restraints 2-9191, 2-9192, 2-9197  
use of 2-9191  
Special Management 2-9189  
Staff Training 2-9088  
Vehicles 2-9253  
Weapons, Use of 2-9195  
Work Stoppage 2-9167

**SOCIAL SERVICES:** 2-9369  
Availability 2-9334, 2-9369  
Counseling (See Also COUNSELING)  
2-9369, 2-9374  
Crisis Intervention 2-9370  
Information Sharing 2-9372  
Staff 2-9371, 2-9372, 2-9373

**SPECIAL NEEDS JUVENILES:** 2-9375,  
2-9390

**SUBSTANCE ABUSE:** 2-9259

**SUPERINTENDENT (See AD-  
MINISTRATOR)**

**SUPERVISORY STAFF:**  
Qualifications 2-9072  
Work Stoppage 2-9167

**TAX STATUS:** 2-9030

**TELEPHONE PRIVILEGES:** 2-9330

**TRAINING (See Also EDUCATION):**  
Advisory Committee 2-9087  
Library Services 2-9096  
Professional Involvement 2-9098, 2-9099  
Program Personnel  
training staff 2-9085, 2-9086  
Reimbursement 2-9098  
Specialized Training  
rules of juvenile conduct 2-9291

**Training Hours**  
administrative/managerial staff 2-9095  
child care/supervision staff 2-9092  
clerical/support personnel 2-9089  
full-time employees 2-9088  
part-time staff 2-9093  
professional specialists 2-9091  
segregation unit personnel 2-9094  
support personnel 2-9089, 2-9090  
volunteers 2-9093  
**Training Program 2-9085**  
equipment 2-9097  
facilities 2-9097  
staff 2-9085, 2-9086, 2-9087  
supervisor 2-9085

**TRANSFERS, JUVENILES:** 2-9394,  
2-9395, 2-9396

Case Records 2-9116  
Health Records 2-9269  
Mail 2-9331  
Medical Screening 2-9244  
Medical Transfers 2-9261, 2-9268  
emergencies 2-9253  
mental illness 2-9235, 2-9236, 2-9267,  
2-9269  
Transportation 2-9196

**TRANSITIONAL ASSISTANCE:** 2-9380

**VIOLATIONS (See Also DISCIPLINARY  
PROCEDURES; RULES OF JUVENILE  
CONDUCT):** 2-9289

Conditions of Probation/Aftercare 2-9410,  
2-9411  
Criminal Behavior 2-9316  
Criminal Prosecution 2-9316  
Juvenile Rules 2-9289  
Minor Misbehavior 2-9292, 2-9293  
Staff Training 2-9291

**VISITATION:** 2-9325, 2-9326  
Facilities 2-9136  
Physical Contact 2-9327  
Special Visits 2-9329  
Transportation 2-9333  
Visitor Requirements 2-9328

**VOCATIONAL EDUCATION (See  
EDUCATION) VOLUNTEERS:**  
Identification System 2-9417  
Policies 2-9418, 2-9420  
Qualifications 2-9419  
Selection 2-9415  
Training 2-9416  
Volunteer Service Program 2-9412, 2-9413,  
2-9414, 2-9420

WEAPONS, PROHIBITION OF: 2-9195

Participation 2-9366, 2-9377  
Payment 2-9367

**WORK PROGRAMS:**

Conduct of 2-9368  
Job Assignments 2-9365

**WORK STOPPAGE: 2-9167**