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ACQUISITIONS

**STANDARDS  
FOR  
ADULT CORRECTIONAL  
BOOT CAMP PROGRAMS**

**American Correctional Association**

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

**January 1995**

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# American Correctional Association

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## **Preface**

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

### *Programs*

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

### *Why Boot Camps Have Become Popular*

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

### *The National State of Correctional Boot Camps*

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

### *The Goal of Boot Camp Programs*

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

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

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

#### *Deterrence*

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

#### *Rehabilitation*

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

#### *Reducing Crowding/Reducing Costs*

Although reducing crowding and cost are not issues in juvenile boot camps, they are consistently reported as goals for adult boot camps. In many states, prison population levels are determined mostly by several factors outside the control of correction officials. These include: sentencing laws, police enforcement priorities, prosecutorial charging and bargaining practices, judges' sentencing behavior, probation supervision and revocation practices, and parole-releasing practices. Prison officials, essentially, only have one tool to manage prison population levels; they can shorten the period of incarceration for an offender to reduce the total person-days of confinement. If enough offenders get shortened prison terms, the agency may save substantial operating costs and may reduce its bed-space needs by a substantial amount.

#### *Mission Statements, Goals, and Measurable Objectives*

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

#### *Evaluation Mechanism*

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

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

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

## The Accreditation Process

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

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

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

### *Participation in the Accreditation Process*

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

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

### *Eligibility Criteria*

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

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

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

### *Preaccreditation Assessment*

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

### *Applicant Status*

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

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

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

### *Correspondent Status*

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

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

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

### *Applicable Standards*

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

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

Although accreditation is based only on ACA standards, provision is made for recognition of accreditation earned from the Joint Commission on Accreditation of Healthcare Organizations. This covers the accreditation of medical services in local detention facilities and the Joint Commission accreditation of institutional hospital programs.



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

#### *Standards Compliance Checklist*

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

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

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

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

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

#### *Candidate Status*

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

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

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

#### *Standards Compliance Audit*

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

Prior to arrival at the audit site, each member of the visiting committee reviews the agency's descriptive narrative and any additional information that ACA may have provided, including pending litigation and court orders submitted by the agency and any inmate correspondence. The visiting committee chair makes audit assignments to each auditor. For example, one auditor may audit the administrative, fiscal, and

personnel standards, while another audits standards for physical plant, sanitation, and security. Upon arrival, the visiting committee meets with the administrator, accreditation manager, and other appropriate staff to discuss the scope of the audit and the schedule of activities. This exchange of information provides for the development of an audit schedule that ensures the least amount of disruption to routine agency operation.

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

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

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

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

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

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

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

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

### *The Accreditation Hearing*

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

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

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

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

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

### *Accredited Status*

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

### *Reconsideration Process*

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

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

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

### *Revocation of Accreditation*

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

***Reaccreditation***

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

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

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**STANDARDS FOR  
ADULT CORRECTIONAL BOOT CAMP FACILITIES  
First Edition**

**Totals of Weights**

<u>Category</u>	<u>Number</u>
Mandatory Standards	34
Nonmandatory Standards	<u>367</u>
Total	401

**Summary of Mandatory Standards**

1-ABC-2A-03	Fire Safety Codes
1-ABC-3A-28	Security Equipment
1-ABC-3A-29	Use of Firearms
1-ABC-3A-31	Use of Firearms
1-ABC-3B-01	Fire Safety
1-ABC-3B-02	Fire Alarm System
1-ABC-3B-03	Flammable, Toxic, and Caustic Materials
1-ABC-3B-04	Flammable, Toxic, and Caustic Materials
1-ABC-3B-05	Flammable, Toxic, and Caustic Materials
1-ABC-3B-06	Emergency Plans
1-ABC-3B-11	Emergency Plans
1-ABC-3B-12	Emergency Plans
1-ABC-4C-06	Special Diets
1-ABC-4C-09	Health and Safety Regulations
1-ABC-4C-10	Health and Safety Regulations
1-ABC-4C-12	Inspections
1-ABC-4D-01	Sanitation Inspections
1-ABC-4D-02	Water Supply
1-ABC-4D-03	Waste Disposal
1-ABC-4D-04	Housekeeping
1-ABC-4E-01	Responsible Health Authority
1-ABC-4E-02	Responsible Health Authority
1-ABC-4E-06	General Policies
1-ABC-4E-07	General Policies
1-ABC-4E-09	Personnel
1-ABC-4E-10	Personnel
1-ABC-4E-15	Health-trained Staff Member
1-ABC-4E-19	Health Screenings and Examinations
1-ABC-4E-20	Health Screenings and Examinations
1-ABC-4E-21	Health Screenings and Examinations
1-ABC-4E-28	Emergency Care
1-ABC-4E-29	Emergency Care
1-ABC-4E-42	Suicide Prevention and Intervention
1-ABC-4E-49	Offender Participation in Research

---

## Part One Administration and Management

---

### Section A General Administration

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

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

#### Purpose and Mission

**1-ABC-1A-01**      The public or private agency operating a facility is a legal entity or a part of a legal entity.

---

*Comment:*

None.

**1-ABC-1A-02**      Written policy, procedure, and practice provide that the sole proprietor operating a facility is able to document that necessary legal measures have been taken to provide continuity of service in the event of bankruptcy, incapacitation, retirement, or death.

---

*Comment:*

Appropriate measures should be taken to ensure uninterrupted services for offenders in the event of financial and/or other forms of crises. This may include: insurance, bonding, and/or other acceptable methods of guarantee.

**1-ABC-1A-03**      Written policy, procedure, and practice provide that the agency meets periodic filing requirements necessary to maintain its legal authority to continue operations. (Private agencies only)

---

*Comment:*

Many state and local jurisdictions require private organizations to file financial reports or renew licenses.

### Policy and Goal Formulation

**1-ABC-1A-04**      **Written policy, procedure, and practice demonstrate that employees participate in the formulation of policies, procedures, and programs.**

---

*Comment:*

Employee participation can be achieved through meetings, reports, employee councils, and/or correspondence.

**1-ABC-1A-05**      **Written policy, procedure, and practice provide that the facility has documented long-range goals and objectives that are reviewed at least annually and updated, as needed.**

---

*Comment:*

Administrators should set forth long-term goals and objectives that are assessed periodically, to ensure that appropriate action is being taken to achieve these goals.

### Qualifications

**1-ABC-1A-06**      **Written policy, procedure, and practice provide that the facility and its programs are managed by a single administrative officer.**

---

*Comment:*

All volunteers, consultants, contractors, and employees who work in the facility must comply with the rules and regulations of the facility.

**1-ABC-1A-07**      **The qualifications for the position of facility administrator include, at a minimum, a bachelor's degree in an appropriate discipline and demonstrated administrative ability and leadership. The degree requirement may be satisfied by completing a career development program that includes work-related experience, training, or college credits at a level of achievement equivalent to the bachelor's degree.**

---

*Comment:*

Establishing high qualifications ensures that only experienced individuals are recruited and employed. It is the agency's responsibility to see that potential administrators receive the required education.

### Table of Organization

**1-ABC-1A-08**      **There is a written document that describes the facility's organization. The description includes an organizational chart that groups similar functions, services, and activities in administrative subunits. The chart is reviewed at least annually and updated, if needed.**

---

*Comment:*

A current organizational chart is necessary to provide a clear administrative picture. The chart should reflect span of control, lines of authority, and an orderly channel of communication.

### Role of Outside Agencies

**1-ABC-1A-09**      **Written policy, procedure, and practice provide for communication and cooperation with community agencies and other components of the criminal justice system.**

---

*Comment:*

None.

**1-ABC-1A-10**      **Written policy, procedure, and practice provide that there exists a community advisory committee, representative of the community, that serves as a link between the boot camp program and the community. The committee meets at least annually.**

---

*Comment:*

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

### Policy and Procedure Manuals

**1-ABC-1A-11**      **Written policy, procedure, and practice provide for operating and maintaining the facility as specified in a manual that is accessible to all employees and the public.**

---

*Comment:*

The public's accessibility to the manual is provided after considering facility security.

**1-ABC-1A-12**      **Written policy, procedure, and practice provide that new or revised policies and procedures are disseminated to designated staff and volunteers.**

---

*Comment:*

Dissemination of policies and procedures increases the effectiveness of the facility's communication system.

### Channels of Communication

**1-ABC-1A-13**      **Written policy, procedure, and practice provide that the facility administrator attends meetings of the governing authority at least annually to facilitate communication, establish policy, and ensure conformity to legal and fiscal requirements.**

---

*Comment:*

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

**1-ABC-1A-14**      **Written policy, procedure, and practice provide for regular meetings, at least monthly, between the administrator and key staff members.**

---

*Comment:*

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

**1-ABC-1A-15**      **Written policy, procedure, and practice provide for a system of communication between all levels of staff and offenders.**

---

*Comment:*

None.

### Monitoring and Assessment

**1-ABC-1A-16**      **Written policy, procedure, and practice provide for an internal system for monitoring programs through inspections or reviews conducted by the administrator or designated staff. Reviews are held at least annually or as stipulated by statute or regulation.**

---

*Comment:*

Operations and programs should be implemented as outlined in policies and procedures. An audit system providing timely and periodic assessment of the various agency operations will reveal the degree of compliance. The internal administrative audit should exist apart from any external or continuing audit conducted by other agencies.

**1-ABC-1A-17**      **Written policy, procedure, and practice provide that a report of the facility's activities is prepared at least annually and provided to appropriate persons, agencies, and upon request, the public.**

---

*Comment:*

It is a good practice for the facility to keep the public informed and aware of the facility's activities and its role in the community. Both public and private agencies should prepare a report that reviews its activities and gives statistical data and financial information.

### Public/Media Information

**1-ABC-1A-18**      **Written policy, procedure, and practice provide for a public information program that encourages interaction with the public and the news media.**

---

*Comment:*

A continuing public information program helps to communicate the facility's goals and objectives and to foster community involvement and support. The facility should take into account the need to preserve the confidentiality of individual offender cases.

**1-ABC-1A-19**      **Written policy, procedure, and practice provide representatives of the media with access to the facility. Media access must be consistent with offenders' rights to confidentiality and privacy and the maintenance of order and security of the facility.**

---

*Comment:*

None.

**1-ABC-1A-20**      **Written policy, procedure, and practice establish the facility's commitment to informing the public and the media of events within the facility's areas of responsibility. The procedures address emergency and nonemergency responses to the media and, at a minimum, include the following:**

- **identification of data and information protected by federal and state privacy laws or federal and state freedom of information laws**
- **facility tours**
- **special events coverage**
- **news release policy**
- **designation of individuals or positions within the facility authorized to speak with the media on behalf of the facility**

---

*Comment:*

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

### **Legal Counsel**

**1-ABC-1A-21**      **Written policy, procedure, and practice provide that legal assistance is available to facility staff, as required, in the performance of their duties.**

---

*Comment:*

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

### **Political Practices**

**1-ABC-1A-22**      **Written policy, procedure, and practice provide conformance with governmental statutes and regulations relating to campaigning, lobbying, and political practices.**

---

*Comment:*

None.



### Conflicts of Interest

**1-ABC-1A-23**      **The facility has a written policy concerning conflicts of interest.**

---

*Comment:*

In order to protect the integrity of the program, a policy must exist that prohibits any possible conflict of interest between the facility, its governing body, funding sources, staff, volunteers, and/or board members.

### Private Agencies Only

**1-ABC-1A-24**      **At a minimum, the bylaws for the governing authority of the agency include:**

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

---

*Comment:*

None.

## Section B Fiscal Management

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

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

### Fiscal Control

**1-ABC-1B-01** Written policy, procedure, and practice provide that the facility administrator is responsible for fiscal policy, management, and control. Management of fiscal operations may be delegated to a designated staff person.

---

*Comment:*

The facility administrator should have authority over fiscal matters in compliance with the general policies and practices of the governing body.

**1-ABC-1B-02** Written policy, procedure, and practice provide that the facility has written fiscal policies and procedures adopted by the governing authority, including, at a minimum, the following: internal controls, petty cash, bonding, signature control on checks, offender funds, and employee expense reimbursements.

---

*Comment:*

None.

### Budget Preparation

**1-ABC-1B-03** Written policy, procedure, and practice provide that the facility prepares an annual written budget of anticipated revenues and expenditures that is approved by the appropriate governing authority.

---

*Comment:*

Before the beginning of the facility's fiscal year, a budget of anticipated revenues and expenditures must be presented to and approved by the governing body.

**1-ABC-1B-04** Written policy, procedure, and practice provide that the facility administrator participates in budget reviews conducted by the governing board or parent agency.

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*Comment:*

Because of the significance of budget reviews, the facility administrator should participate in the process. In private agencies, the administrator would work directly with the governing authority. In public agencies, the administrator would work with the designated supervisory level within the parent agency.

**1-ABC-1B-05**      **Written policy, procedure, and practice govern revisions in the budget.**

---

*Comment:*

A fiscal budget serves as a guideline for anticipated revenues and expenditures that will periodically require revision.

**Accounting Procedures**

**1-ABC-1B-06**      **There is a budgeting and accounting system that links program functions to the resources necessary for their support.**

---

*Comment:*

The budgeting and accounting system should reflect the costs of each program component and designate sources of income to meet those costs.

**1-ABC-1B-07**      **Written policy, procedure, and practice provide that all contract users are charged an equal per diem rate in accordance with the services provided.**

---

*Comment:*

Facilities providing services should determine the jurisdictions to be served and who will be billed for service. Once this is done, the facility should not negotiate different rates with different users. The per diem rate charged should include costs associated with treatment, care, supervision, administrative overhead, and construction.

**Cash Management**

**1-ABC-1B-08**      **Written policy, procedure, and practice provide that all monies collected at the facility are placed daily in an officially designated and secure location.**

---

*Comment:*

None.

**1-ABC-1B-09**      **Written policy, procedure, and practice specify that the methods used for the receipt, safeguarding, disbursement, and recording of funds comply with accepted accounting procedures.**

---

*Comment:*

The agency's accounting procedures should minimize loss, mismanagement, and theft, and should provide for "audit trails." The agency should be able to cite specific authoritative accounting sources as the basis for its written policies and procedures.

**Internal Monitoring**

**1-ABC-1B-10**      **Written policy, procedure, and practice provide that the facility, at a minimum, prepares and distributes to its governing authority and appropriate agencies and individuals the following documents: income and expenditure statements, funding source financial reports, and independent audit reports.**

*Comment:*

The facility must provide fiscal accountability reports. Current information is needed to meet objectives, prevent budget discrepancies, respond to emerging needs, and ensure that the flow of funds is proceeding as planned.

**Independent Audit**

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

*Comment:*

An outside, certified public accounting firm or a governmental auditing agency can conduct an audit and, by so doing, provide greater assurance to the facility that its fiscal process is proficient and effective. The audit report also can provide the basis for correcting weaknesses in fiscal management and control.

**Purchasing/Inventory**

**1-ABC-1B-12**      **Written policy, procedure, and practice provide for purchasing and requisitioning supplies and equipment and for property inventory and control.**

*Comment:*

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

**Community Services**

**1-ABC-1B-13**      **Written policy, procedure, and practice provide that funds are available for purchasing community services to supplement existing programs and services.**

*Comment:*

Needed programs and services—for example, vocational training or specialized health care—for offenders that are not available from the facility should be purchased from appropriate community sources.

### Position Control

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

---

*Comment:*

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

### Facility Insurance

**1-ABC-1B-15**      **Written policy, procedure, and practice provide for insurance coverage that includes, at a minimum, property insurance and comprehensive general liability insurance; such insurance is provided either through private companies or self-insurance.**

---

*Comment:*

Comprehensive general liability coverage is the responsibility of the corporate entity or individual owner. It should include worker's compensation, in accordance with the laws of the jurisdiction and insurance to protect employees against liability.

### Canteen

**1-ABC-1B-16**      **Written policy, procedure, and practice provide that canteen funds are audited independently following standard accounting procedures and that an annual financial status report is available as a public document.**

---

*Comment:*

An annual report outlining the canteen's financial status helps to safeguard the integrity of these operations. Canteen 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 offenders' welfare and recreation. Independent audits of such funds and accounting procedures should be conducted.

### Offender Funds

**1-ABC-1B-17**      **Written policy, procedure, and practice provide that, when allowed, any financial transactions permitted between offenders, offenders and staff, or offenders and volunteers must be approved by the facility administrator.**

---

*Comment:*

Uncontrolled financial transactions between offenders and offenders and staff can foster illegal activities.

**1-ABC-1B-18**      **Written policy, procedure, and practice provide that the facility administrator or designee is responsible for the collection and disbursement of the offender funds within the facility.**

---

*Comment:*

An effective collection and disbursement system requires the development and promulgation of written procedures.

**Reimbursement by Offenders**

**1-ABC-1B-19**      **Where statute permits, written policy, procedure, and practice provide that offenders reimburse the facility for services.**

---

*Comment:*

Laws often require offenders to reimburse the program for room and board at a determined rate. Written procedures known to the offender should specify how much is to be paid, at what intervals, and according to what system. The offender and the facility should agree to the allocation of earnings to cover subsistence, transportation, victim compensation, family support payments, and spending money.

## Section C Personnel

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

- Objectives:**
- to develop and implement a personnel policy manual
  - to ensure compliance with Affirmative Action, Equal Employment Opportunity, the Americans with Disabilities Act, and other relevant laws and regulations
  - to define job expectations and terms of employment

### Personnel Policy Manual

**1-ABC-1C-01** Written policy, procedure, and practice provide that the facility administrator reviews the facility's internal personnel policies annually and submits to the parent agency any recommended changes.

---

*Comment:*  
None.

**1-ABC-1C-02** Written policy, procedure, and practice provide that a personnel manual is available for employees and the general public that covers, at a minimum, the following areas:

- organizational chart
- staff development
- recruitment and selection
- promotion
- job qualifications and job descriptions
- affirmative action
- sexual harassment
- cultural diversity
- grievance and appeal procedures
- orientation
- employee evaluation
- personnel records
- benefits
- holidays
- leave
- hours of work
- compensation
- travel
- disciplinary procedures
- termination
- resignation

---

*Comment:*

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

**1-ABC-1C-03**      **Written policy, procedure, and practice require employees to sign statements acknowledging access to and awareness of personnel policies and regulations.**

---

*Comment:*

None.

### **Equal Employment Opportunity**

**1-ABC-1C-04**      **Written policy, procedure, and practice specify that equal employment opportunities exist for all positions. When deficiencies exist regarding the employment of minority groups and women, the facility can document the implementation of an affirmative action program that is approved by the appropriate government agency and can document annual reviews and the changes needed to keep the program current.**

---

*Comment:*

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

### **Sexual Harassment**

**1-ABC-1C-05**      **Written policy, procedure, and practice prohibit sexual harassment.**

---

*Comment:*

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

### **Drug-free Workplace**

**1-ABC-1C-06**      **Written policy, procedure, and practice specify support for a drug-free workplace for all employees. This policy, which is reviewed annually, includes, at a minimum, the following:**

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

---

*Comment:*

None.



**Job Descriptions**

**1-ABC-1C-07**      **Written policy, procedure, and practice provide that there are written job descriptions and job qualifications for all positions. Each job description includes, at a minimum: job title, responsibilities of the position, required minimum experience, and education.**

---

*Comment:*

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

**Compensation and Benefits**

**1-ABC-1C-08**      **Written policy, procedure, and practice provide that compensation and benefit levels for all personnel are comparable to similar occupational groups in the community.**

---

*Comment:*

Competitive salaries and benefits are necessary for the recruitment and retention of high-caliber staff.

**Selection and Promotion**

**1-ABC-1C-09**      **Written policy, procedure, and practice provide that all staff who have direct contact with offenders be evaluated to ensure that they are capable of performing their assigned duties.**

---

*Comment:*

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

**1-ABC-1C-10**      **Written policy, procedure, and practice provide that all personnel are selected, retained, and promoted on the basis of merit and specified qualifications. New employees receive credit for their prior training.**

---

*Comment:*

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

**1-ABC-1C-11**      **Written policy, procedure, and practice provide that the agency does not discriminate against or exclude from employment qualified ex-offenders.**

---

*Comment:*

Ex-offenders can be a valuable manpower resource and should not be discriminated against when they seek employment with the agency. Qualified applicants should have the opportunity to prove that they can be productive employees.

### Criminal Record Check

**1-ABC-1C-12**      **Written policy, procedure, and practice provide that criminal record checks are conducted on all new employees and volunteers in accordance with state and federal statutes.**

*Comment:*

The facility administrator should know of any criminal conviction that could directly affect an employee's job performance.

### Physical Examination

**1-ABC-1C-13**      **Written policy, procedure, and practice provide that employees receive a physical examination consistent with applicable laws and regulations.**

*Comment:*

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

### Termination/Demotion

**1-ABC-1C-14**      **Written policy, procedure, and practice provide that termination or demotion is permitted only for a good cause and, if requested, subsequent to a formal hearing on specific charges.**

*Comment:*

Termination or other adverse personnel actions should be based on formal hearings and specific charges and processed before an independent organization to ensure fairness.

### Personnel Records

**1-ABC-1C-15**      **Written policy, procedure, and practice provide for a confidential personnel record for each employee.**

*Comment:*

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

**1-ABC-1C-16**      **Written policy, procedure, and practice provide that employees may challenge information in their personnel file. The information may be corrected or removed, if proved inaccurate.**

*Comment:*

Employees should be allowed to review their personnel files to ensure that they are current and accurate. Written procedure should specify the means for correcting discrepancies.

### Performance Reviews

**1-ABC-1C-17**      **Written policy, procedure, and practice provide for an annual written performance review of each employee. The review is based on defined criteria, and the results are discussed with the employee. The review is signed by the employee and evaluator.**

---

*Comment:*

Performance reviews should be an ongoing process with written evaluations completed at least annually. They should be objective and based on specific job criteria and explicit performance standards.

### Confidentiality of Information

**1-ABC-1C-18**      **Written policy, procedure, and practice provide that employees, consultants, volunteers, and contract personnel who work with offenders are informed in writing about the facility's policies on confidentiality of information and agree in writing to abide by them.**

---

*Comment:*

The written policies should specify what types of information are confidential between worker and offender, what types may be shared with other facility personnel, and what types can be communicated to persons outside the facility.

### Provisional Appointments

**1-ABC-1C-19**      **Written policy, procedure, and practice provide for provisional appointments to ensure that short-term personnel, both full-time and part-time, are available during emergencies.**

---

*Comment:*

Civil service, merit system, and union requirements should be modified to allow the short-term employment of additional personnel during vacations, increases in the offender population, or other situations that leave the facility understaffed. While provisional personnel should meet the minimum requirements for the position they fill, they should not be considered permanent replacements for permanent personnel.

### Staffing Requirements

**1-ABC-1C-20**      **Written policy, procedure, and practice provide that the facility administrator and/or governing authority systematically determine and review staffing requirements at least annually.**

---

*Comment:*

In order to provide clients access to staff and available services, determination of staff requirements should reflect factors such as legal requirements, goals to be accomplished, character and needs of clients, and other duties required of staff.

**Employee Assistance Program**

**1-ABC-1C-21**      **Written policy, procedure, and practice provide for an employee assistance program.**

---

*Comment:*

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

**Grievance Procedures**

**1-ABC-1C-22**      **Written policy, procedure, and practice provide that there is an employee grievance procedure that has been approved by the governing authority.**

---

*Comment:*

The agency grievance procedure should clearly specify the process to be followed by the employee when a grievance exists and should identify, at a minimum: the hearing body, the manner in which a grievance is presented, and provisions for appeal. The written grievance procedure should be distributed and explained to all new employees.

**1-ABC-1C-23**      **Written policy, procedure, and practice provide for effective employee/management relations.**

---

*Comment:*

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

## Section D Training and Staff Development

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

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

### Program Coordination and Supervision

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

---

*Comment:*

The training plan should include all pre-service, in-service, and specialized training curricula, with specific timelines for completing each training unit. The plan should consider the facility's mission, physical characteristics, and specific offender populations.

### Training Plan

**1-ABC-1D-02**      **Written policy, procedure, and practice provide that the training plan is developed, evaluated, and updated based on an annual assessment that identifies current job-related training needs. The plan is designed to include specific needs of boot camp programming.**

---

*Comment:*

Training should be responsive to position requirements; professional development needs; current issues; and new theories, techniques, and technologies. The annual needs assessment may require information from many sources: observation and analysis of job components, staff surveys regarding training needs, reviews of facility operations, staff reports, and evaluations and findings from sources within and outside the jurisdiction.

### Training Evaluation

**1-ABC-1D-03**      **Written policy, procedure, and practice provide for ongoing written evaluation of all pre-service, in-service, and specialized training programs.**

---

*Comment:*

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

### Training Resources

**1-ABC-1D-04**      **Written policy, procedure, and practice provide that the facility's training and staff development program uses community resources.**

---

*Comment:*

Boot camps should seek the guidance and assistance of many types of agencies in connection with administering their training programs. College and university faculty may be of assistance in developing training courses and curricula and in formulating techniques for evaluating the staff development program. The National Institute of Corrections, state and local employment and training agencies, military establishments, large corporations, and libraries are all examples of community resources that can be used for assistance, materials, and equipment.

**1-ABC-1D-05**      **Written policy, procedure, and practice provide that all training programs are presented by persons who are qualified in the areas in which they conduct training.**

---

*Comment:*

None.

### Reference Services

**1-ABC-1D-06**      **Written policy, procedure, and practice provide that library and reference services are available to complement the training and staff development program.**

---

*Comment:*

Reference materials should be accessible to employees. Materials not usually available at the facility should be acquired through other sources, such as clearinghouses and interlibrary loans.

### Space and Equipment

**1-ABC-1D-07**      **Written policy, procedure, and practice provide that space and equipment required for training and staff development programs are available.**

---

*Comment:*

Facilities for classroom instruction should be accessible, free from distracting noise or observation by offenders, large enough to accommodate 20 to 30 students, and appropriate for audiovisual presentations. Separate space should be provided for specialized training (e.g., use of chemical agents and physical training).

## Orientation Training

**1-ABC-1D-08** Written policy, procedure, and practice provide that initial orientation is provided for all employees during their first week of employment at the facility. Orientation training includes, at a minimum, the following:

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

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

---

*Comment:*

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

## Administrative, Managerial, and Professional Staff

**1-ABC-1D-09** Written policy, procedure, and practice provide that in addition to orientation, all administrative and managerial and professional specialist staff receive 40 hours of training during the first year of employment and 40 hours of training each year thereafter. At a minimum, this training covers the following areas:

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

---

*Comment:*

None.

## Correctional Officers

1-ABC-1D-10

Written policy, procedure, and practice provide that in addition to orientation, all newly hired correctional officers receive an additional 120 hours of training during their first year of employment and an additional 40 hours of training each subsequent year. At a minimum, this training covers the following areas:

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

---

*Comment:*

Since the duties of correctional officers involve drills and ceremonies, their training should incorporate these activities. Ongoing training during subsequent years of employment enables employees to sharpen skills and keep abreast of changes in operational procedure. See related standard on initial orientation.

## Emergency Unit

1-ABC-1D-11

Written policy, procedure, and practice provide that correctional officers assigned to an emergency unit have at least one year of experience as a correctional officer and 40 hours of specialized training before undertaking their assignments. The specialized training may be part of the officer's first-year training program. Officers on emergency units receive 40 hours of training annually, at least 16 of which are specifically related to emergency unit assignment.

---

*Comment:*

None.



## Support Staff

### 1-ABC-1D-12

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

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

---

*Comment:*

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

### 1-ABC-1D-13

Written policy, procedure, and practice provide that all clerical/support employees who have minimal or no contact with offenders receive an additional 16 hours of training during the first year of employment and 16 hours of training each year thereafter.

---

*Comment:*

Clerical and support personnel who are not in continuous contact with offenders should be given orientation to the policies, organization, structure, programs, and regulations of the facility and parent agency, as well as task orientation relative to their particular job assignments.

**Part-time Staff/Volunteers**

**1-ABC-1D-14**      **Written policy, procedure, and practice provide that all part-time staff, volunteers, and contract personnel receive formal orientation appropriate to their assignments and additional training, as needed.**

---

*Comment:*

Part-time staff should receive orientation to facility rules, security, and operational procedures.

**Training - Use of Force**

**1-ABC-1D-15**      **Written policy, procedure, and practice provide that all security and custody personnel are trained in approved methods of self-defense and the use of force as a last resort to control offenders.**

---

*Comment:*

All security and custody personnel should be trained in the techniques of using physical force to control and/or move offenders with minimal harm and discomfort to both offenders and staff.

**Training - Chemical Agents**

**1-ABC-1D-16**      **Written policy, procedure, and practice provide that all personnel authorized to use chemical agents receive thorough training in their use and in the treatment of individuals exposed to a chemical agent.**

---

*Comment:*

A special training curriculum should be established that includes both individual and group instruction by competent authorities.

**Continuing Education**

**1-ABC-1D-17**      **Written policy, procedure, and practice encourage and provide for employees to continue their education and training.**

---

*Comment:*

The agency can help its employees continue their education and training by allowing official time to attend college classes, staggering work hours to encourage school attendance, sharing the cost of the education or training program, and helping employees secure financial assistance in the form of grants or loans. Outside training and educational programs may provide new ideas and insight into the treatment and management of offenders. The agency should encourage participation in these activities including participation in selected professional meetings, seminars and/or similar work-related activities, and membership in state, local, and national professional organizations.

1-ABC-1D-18

**Written policy, procedure, and practice encourage continuing staff development by providing administrative leave and/or reimbursement for attending approved educational programs, professional meetings, seminars, or similar work-related activities.**

---

*Comment:*

Outside training and educational programs may provide new ideas and insights into the treatment and management of offenders. The facility should encourage participation in these activities, including membership in state, local, and national professional organizations. Adequate funds for this purpose should be included in the budget.

### 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 offenders.

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

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

## **Section E Case Records**

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

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

### **Case Records**

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

---

*Comment:*

An orderly and timely system for recording, maintaining, and using data about offenders increases the efficiency and effectiveness of program and service delivery and the transfer of information to the courts and release authorities. The policy should cover the offender's access to their files.

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

- initial intake information form
- case information from referral source, if available
- case history/social history
- medical record, when available
- individual plan or program
- signed release of information forms
- evaluation and progress reports
- program rules and disciplinary policy, signed by offender
- documented legal authority to accept offender
- grievance and disciplinary record
- referrals to other agencies
- final discharge report

---

*Comment:*

The record is a composite report that includes background information, ongoing progress reports, and current information. Any staff member should be able to obtain clear and concise knowledge about the offender and his/her progress through the facility record.

**1-ABC-1E-03**      **Written policy, procedure, and practice require that all entries in the case record are signed and dated.**

---

*Comment:*

None.

**1-ABC-1E-04**      **Written policy, procedure, and practice provide that appropriate safeguards exist to minimize the possibility of theft, loss, or destruction of records.**

---

*Comment:*

All records should be maintained in a secure location, preferably in an office area that has 24-hour staff coverage. Theft, loss, or destruction of records represents a potentially serious setback to the program and often to the offender.

### Transfer of Records

**1-ABC-1E-05**      **Written policy, procedure, and practice provide that an offender's updated case record is transferred within 72 hours of a change from one boot camp program to another program.**

---

*Comment:*

Continuity of programming for offenders transferred from other facilities requires that staff have the benefit of a complete, cumulative case record as soon as possible.

### Confidentiality

**1-ABC-1E-06**      **Written policy, procedure, and practice provide that records are safeguarded from unauthorized and improper disclosure and that when any part of the information system is computerized, security ensures confidentiality.**

---

*Comment:*

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

### Access to Records

**1-ABC-1E-07**      **Written policy, procedure, and practice govern offenders' access to information in their case records.**

---

*Comment:*

Offenders should have access to their case records and files consistent with applicable statutes regarding procedures and conditions for reviewing these materials. Exceptions should be based on possible harm to the offender or others.

**Release of Information**

**1-ABC-1E-08**      **Written policy, procedure, and practice provide that the facility uses a "release of information consent form" that complies with applicable federal and state regulations. A copy of the form is maintained in the offender's case record.**

---

*Comment:*

None.

**Computation of Time Served**

**1-ABC-1E-09**      **Written policy, procedure, and practice provide for computing and recording offender sentences and scheduled release dates in conformance with applicable statutes and regulations.**

---

*Comment:*

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

## Section F Information Systems and Research

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

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

### Information System

**1-ABC-1F-01**      **Written policy, procedure, and practice govern access to and use of an organized system of information collection, storage, retrieval, reporting, and review.**

---

*Comment:*

An organized system of data collection will provide information to the facility to assist in its decision-making responsibilities. The system should be only as complex and sophisticated as the facility's size, complexity, and resources warrant.

**1-ABC-1F-02**      **Written policy, procedure, and practice provide that the facility or parent agency cooperates with other criminal justice agencies in the gathering, exchanging, and standardizing of information.**

---

*Comment:*

Systemwide cooperation is critical to effective management and timely decision making and helps prevent or reduce duplication of effort. Facilities should share information while respecting the confidentiality and privacy of offender records.

**1-ABC-1F-03**      **Written policy, procedure, and practice provide for an annual evaluation of information systems, research operations, and progress toward goals and objectives.**

---

*Comment:*

None.

**1-ABC-1F-04**      **Written policy, procedure, and practice govern the security of the information and data collection system, including verification, access to data, and protection of the privacy of offenders under the jurisdiction of the facility.**

---

*Comment:*

Procedures should be specified not only for verifying data before it is entered into the system, but also for determining what data is required. Written policy should specify those persons who have access to the information system.



### Research Activities

**1-ABC-1F-05**      **Written policy, procedure, and practice provide that the facility or parent agency supports, engages, and uses research activities relevant to its programs, services, and operations.**

---

*Comment:*

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

**1-ABC-1F-06**      **Written policy, procedure, and practice provide that the facility administrator reviews and approves all research projects prior to implementation.**

---

*Comment:*

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

### Conduct of Research

**1-ABC-1F-07**      **Written policy, procedure, and practice governing the conduct of research in the facility comply with state and federal guidelines for the use and dissemination of research findings and comply with accepted professional and scientific ethics and issues of legal consent and release of information.**

---

*Comment:*

Researchers working in the facility should be informed of all policies relating to their research, especially those regarding confidentiality of information.

**1-ABC-1F-08**      **Written policy, procedure, and practice provide that all research results are made available to the facility administrator for review and comment prior to publication or dissemination.**

---

*Comment:*

None.

### Offender Participation in Research

**1-ABC-1F-09**      **Written policy, procedure, and practice govern the voluntary participation of offenders in nonmedical, nonpharmaceutical, and noncosmetic research programs.**

---

*Comment:*

None.

## Section G Citizen Involvement and Volunteers

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

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

### Program Coordination

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

---

*Comment:*

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

**1-ABC-1G-02**      **Written policy, procedure, and practice provide that a staff member is responsible for the supervision of a citizen involvement and volunteer service program for the benefit of offenders.**

---

*Comment:*

A citizen involvement and volunteer service program can generate a wide variety of services for offenders during confinement and after release; for example, by providing information on referrals to release programs and recreational and cultural activities in the community. The staff member responsible for the program may be full-time or part-time, and the position may be filled by volunteer or contract personnel. The responsible person should have or receive appropriate training.

**1-ABC-1G-03**      **Written policy, procedure, and practice specify the lines of authority, responsibility, and accountability for the facility's citizen involvement and volunteer services program.**

---

*Comment:*

Written policy should provide direction for the program, listing the goals and objectives, types of services offered, population served, etc. Clear lines of accountability and authority should be established and communicated to staff and volunteers. Any volunteer activity that is shown to threaten order and security or the safety of a volunteer should be limited or discontinued until the problem is resolved.

### Screening and Selection

**1-ABC-1G-04**      **Written policy, procedure, and practice provide that the screening and selection of volunteers allows for recruitment from all cultural and socioeconomic parts of the community.**

---

*Comment:*

Efforts should be made to recruit volunteers from all segments of society. Volunteers should be selected based on a uniform screening process that is consistent with the goals and objectives of the program.

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

---

*Comment:*

None.

### Registration

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

---

*Comment:*

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

### Orientation and Training

**1-ABC-1G-07**      **Written policy, procedure, and practice provide that each volunteer completes an appropriate, documented orientation and/or training program prior to assignment.**

---

*Comment:*

None.

### Offer of Professional Services

**1-ABC-1G-08**      **Written policy, procedure, and practice specify that volunteers may perform professional services only when they are certified or licensed to do so.**

---

*Comment:*

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

**Participation in Policy Making**

**1-ABC-1G-09**

**Written policy, procedure, and practice permit volunteers to contribute suggestions regarding the establishment of policy and procedure for the volunteer service program.**

---

*Comment:*

None.

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## Part Two Physical Plant

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

### Section A Building and Safety Codes

**Goal:** To be in compliance with appropriate codes to ensure the quality of the program and the safety of persons in the facility

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

#### Building Codes

**1-ABC-2A-01**      **Written policy, procedure, and practice provide that the facility conforms to all applicable building codes.**

---

*Comment:*

Often a state or local jurisdiction will license a boot camp facility, thereby indicating the facility complies with all building codes. In those cases when a license is not issued, letters or certificates of compliance are acceptable. In the event the facility is not subject to local (city and/or county) building codes, state codes will be applied to the facility.

#### Zoning Ordinances

**1-ABC-2A-02**      **Written policy, procedure, and practice provide that the facility conforms to all applicable zoning ordinances.**

---

*Comment:*

Most agencies must comply with zoning ordinances before receiving permission to move into a facility. However, some agencies receive provisional approval, based upon hearings, appeals, and changes in ordinances. If this is the case, the facility must show it is making efforts to comply.

### Fire Safety Codes

**1-ABC-2A-03  
Mandatory**

The facility conforms to applicable federal, state, and/or local fire safety codes. Compliance is documented by the authority having jurisdiction.

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

---

*Comment:*

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

**Section B**  
**Size, Location, and Organization**

**Goal:** To have a facility that affords flexibility, creativity, and innovation in meeting the concerns for effective programming, safety, and quality of life for both staff and offenders

**Objectives:** To ensure that the facility

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

**Facility Size**

**1-ABC-2B-01**      **Written policy, procedure, and practice provide that no more than 50 offenders are housed in each living unit in the facility.**

---

*Comment:*

Small living units are more conducive to offender and staff interaction.

**Rated Capacity**

**1-ABC-2B-02**      **The number of offenders does not exceed the facility's rated-bed capacity.**

---

*Comment:*

Rated-bed capacity is considered to be the original design at the time designated as a boot camp, plus or minus capacity changes resulting from building additions, reductions, or revisions.

**Staff/Offender Interaction**

**1-ABC-2B-03**      **Staff offices in living areas are located so that the staff is readily accessible to offenders.**

---

*Comment:*

Isolation of staff members reduces their effectiveness as professional personnel by discouraging interpersonal relationships. Separation of supervisory staff from offenders reduces interpersonal relationships and staff awareness of conditions on the housing unit. Staff effectiveness is limited, if the only staff available is isolated in control centers as observers or technicians in charge of electronic management systems.

**1-ABC-2B-04**      **The facility is either located within one mile of public transportation, or other means of transportation are available.**

---

*Comment:*

None.

## Section C Offender Housing

**Goal: To promote the safety and well-being of both offenders and staff**

**Objectives: To ensure that the facility has**

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

### Sleeping Areas

- 1-ABC-2C-01** Each sleeping room has, at a minimum, the following:
- 25 square feet of unencumbered space per occupant
  - access to toilets and a wash basin with hot and cold running water 24 hours a day
  - a bed, mattress, pillow, desk, chair or stool, and hooks or closet space
  - natural light
  - temperatures that are appropriate to the summer and winter comfort zones

---

*Comment:*

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

### Dayrooms

- 1-ABC-2C-02** Dayrooms with space for varied offender activities are situated immediately adjacent to the offender sleeping areas.
- Dayrooms provide a minimum of 35 square feet of space per offender (exclusive of lavatories, showers, and toilets) for the maximum number of offenders who use the dayroom at one time, and no dayroom encompasses less than 100 square feet of space (exclusive of lavatories, showers, and toilets).

---

*Comment:*

While the standard establishes a minimum square footage for any dayroom, total square footage is calculated for the maximum number of users at one time rather than the total number of offenders served.



**1-ABC-2C-03** Dayrooms provide sufficient seating and writing surfaces for every offender using the dayroom at one time. Dayroom furnishings are consistent with the custody level of the offenders assigned.

---

*Comment:*

The standard provides managers and designers with flexibility in designing and furnishing dayrooms and takes into consideration the range of activities that may occur (e.g., dayroom activities usually include television viewing, reading, recreation, conversation, and games, and sometimes include eating and work). In lower security settings, the use of "normalized" furnishings should be considered.

## Toilets

**1-ABC-2C-04** Offenders have access to toilets and hand-washing facilities 24 hours per day and are able to use toilet facilities without staff assistance when confined in their sleeping areas.

Toilets are provided at a minimum ratio of one for every 12 offenders in male facilities and one for every eight offenders in female facilities. Urinals may be substituted for up to one-half of the toilets in male facilities.

---

*Comment:*

The standard ensures the availability of toilets and requires a measure of privacy and control for users. Creative design approaches that increase privacy and decrease management problems associated with congregate facilities (for example, creation of a series of "single occupancy" toilet areas) are encouraged.

## Wash Basins

**1-ABC-2C-05** The facility has, at a minimum, one operable wash basin with hot and cold running water for every 12 offenders.

---

*Comment:*

None.

## Showers

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

---

*Comment:*

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

**Laundry**

**1-ABC-2C-07**      **Written policy, procedure, and practice provide that the facility has adequate laundry services for offenders.**

---

*Comment:*

None.

**Housing for Offenders with Disabilities**

**1-ABC-2C-08**      **Written policy, procedure, and practice provide that offenders with disabilities are housed in a manner that provides for their safety and security. Appropriate facility programs and activities are accessible to offenders with disabilities in the facility according to applicable law.**

---

*Comment:*

Offenders with disabilities should not be isolated because of their conditions.

**Male/Female Sleeping Areas**

**1-ABC-2C-09**      **Written policy, procedure, and practice provide that when males and females are housed in the same facility, there are separate sleeping areas.**

---

*Comment:*

None.

## Section D Environmental Conditions

**Goal:** To ensure that environmental conditions foster the overall effectiveness of facility operations. Standards for lighting, air quality, temperature, and noise levels are designed to preserve the health and well-being of offenders and staff members

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

### Housing Area

**1-ABC-2D-01** Written policy, procedure, and practice provide that all sleeping quarters in the facility are well-lit and properly ventilated. Documentation shall be provided by an independent, qualified source that lighting is at least 20 footcandles at desk level and in personal grooming areas and air circulation is at least 15 cubic feet of outside or recirculated filtered air per minute per person.

---

*Comment:*

The facility should maintain strict adherence to local health codes requiring proper lighting and ventilation.

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

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*Comment:*

None.

**1-ABC-2D-03** Lighting throughout the facility is determined by the tasks to be performed, interior surface finishes and colors, type and spacing of light sources, outside lighting, shadows, and glare.

---

*Comment:*

None.

## Section E Program and Service Areas

**Goal:** To have adequate space for the various program and service functions conducted within the facility. Spatial requirements are best determined by careful assessment of how, when, and how many offenders use a specific area

**Objective:**

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

### Program Area

**1-ABC-2E-01** Adequate space and furnishings to accommodate activities, such as group meetings of the offenders, are provided in the facility.

---

*Comment:*

Rooms of sufficient size to accommodate group meetings is a necessity. Rooms should be pleasantly and comfortably furnished.

**1-ABC-2E-02** Adequate private counseling space is provided in the facility.

---

*Comment:*

Each facility must have adequately furnished space available to conduct private interviews and counseling sessions.

### Recreation Areas

**1-ABC-2E-03** Outdoor and covered/enclosed exercise areas for offenders are provided in sufficient number to ensure that each offender is offered at least one hour of access daily. Use of outdoor areas is preferred, but covered/enclosed areas must be available for use in inclement weather. Covered/enclosed exercise areas can be designed for multiple uses as long as the design and furnishings do not interfere with scheduled exercise activities. The minimum space requirements for exercise areas are as follows:

- **Outdoor exercise areas** - 15 square feet per offender for the maximum number of offenders expected to use the space at one time, but not less than 1,500 square feet of unencumbered space
- **Covered/enclosed exercise areas in facilities of 100 or more offenders** - 15 square feet per offender for the maximum number of offenders expected to use the space at one time, with a minimum ceiling height of 18 feet, but not less than 1,000 square feet of unencumbered space
- **Covered/enclosed exercise areas in facilities of less than 100 offenders** - 15 square feet per offender for the maximum number of offenders expected to use the space at one time, with a minimum ceiling height of 18 feet, but not less than 500 square feet of unencumbered space

---

*Comment:*

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

**Visiting Room/Space**

**1-ABC-2E-04** Sufficient space is provided for a visiting room or area for contact visiting and, if necessary, noncontact visiting. There is adequately designed space to permit screening and searching of both offenders and visitors. Space is provided for the proper storage of visitors' coats, handbags, and other personal items not allowed into the visiting area.

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*Comment:*

None.

**Classroom Space**

**1-ABC-2E-05** In facilities offering academic and vocational training programs, classrooms are designed in consultation with school authorities. (Renovation, Addition, New Construction Only)

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*Comment:*

Space requirements that afford safety and mobility are necessary in both the educational and vocational areas.

**Dining Space**

**1-ABC-2E-06** Dining space is sufficient to serve all offenders in four or fewer shifts per meal while giving each offender the opportunity to have at least 20 minutes of dining time for each meal.

---

*Comment:*

None.

**Food Service Areas**

**1-ABC-2E-07** The food preparation area includes a space for food preparation based on population size, type of food preparation, and methods of meal service.

---

*Comment:*

None.

**1-ABC-2E-08** There are sanitary, temperature-controlled facilities for the storage of all foods.

---

*Comment:*

None.

**Sanitation and Hygiene**

**1-ABC-2E-09**      **Toilet and wash basin facilities are available to food service personnel and offenders in the vicinity of the food preparation area.**

---

*Comment:*

None.

**Housekeeping**

**1-ABC-2E-10**      **Adequate space is provided for janitorial supplies, which is accessible to the living and activity areas. The space is equipped with a sink and cleaning implements.**

---

*Comment:*

None.

**Clothing and Supplies**

**1-ABC-2E-11**      **Space is provided in the facility to store and issue clothing, bedding, cleaning supplies, and other items required for daily operations.**

---

*Comment:*

None.

**Personal Property**

**1-ABC-2E-12**      **Adequate space is provided for storing the personal property of offenders.**

---

*Comment:*

None.

**Service Areas**

**1-ABC-2E-13**      **Separate and adequate space is provided for mechanical and electrical equipment.**

---

*Comment:*

None.

**1-ABC-2E-14**      **Space is provided for an offender commissary or canteen, or provisions are made for a commissary service.**

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*Comment:*

None.

## Section F Administrative and Staff Areas

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

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

### Administrative Areas

**1-ABC-2F-01** Adequate space is provided for administrative, offender care, professional, and clerical staff. This space includes conference areas, storage room for records, and toilet facilities.

---

*Comment:*

None.

### Accessibility for Persons with Disabilities

**1-ABC-2F-02** Written policy, procedure, and practice provide that reasonable accommodation is made to ensure that all parts of the facility accessible to the public are accessible to and usable by staff and visitors with disabilities.

---

*Comment:*

None.

### Staff Areas

**1-ABC-2F-03** Staff needs are met through providing adequate spaces in locations that are convenient for use. Staff are provided with the following:

- an area to change clothes and to shower
- an area, room, and/or employee lounge that offers privacy from offenders and provides space for meals
- access to exercise/physical training facilities and equipment
- space for training
- space for shift change briefings
- toilets and wash basins that are not used by offenders

---

*Comment:*

None.

## Section G Security

**Goal:** To have a physical plant that supports the orderly and secure operation of the facility

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

### Control Center

**1-ABC-2G-01** Space is provided for a 24-hour control center for monitoring and coordinating the facility's security, safety, and communications systems. The control center provides access to a wash basin and toilet.

---

*Comment:*

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

### Perimeter Security

**1-ABC-2G-02** The facility's perimeter is controlled by appropriate means to provide that offenders remain within the perimeter and to prevent access by the general public without proper authorization.

---

*Comment:*

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

### Entrances and Exits

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

---

*Comment:*

None.

### Security Equipment Storage

**1-ABC-2G-04** Firearms, chemical agents, and related security items are stored in a secure but readily accessible depository outside of offender housing and activity areas.

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*Comment:*

None.



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## Part Three Facility Operations

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### Section A Security and Control

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

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

#### Security Manual

**1-ABC-3A-01** There is a manual containing all procedures for facility security and control, with detailed instructions for implementing these procedures. The manual is available to all staff and is reviewed at least annually and updated, if necessary.

---

*Comment:*

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

#### Communication System

**1-ABC-3A-02** The facility has a communication system between the control center and offender living areas.

---

*Comment:*

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

#### Correctional Officer Assignments

**1-ABC-3A-03** Correctional officer posts are located in or immediately adjacent to offender living areas to permit officers to hear and respond promptly to emergency situations.

---

*Comment:*

The presence of correctional officers within hearing distance of offender living quarters can help prevent offender misbehavior and avoid disturbances.

**1-ABC-3A-04**      **There are written orders for every correctional officer post. These orders are reviewed annually and updated if necessary.**

---

*Comment:*

Written orders should specify the duties of each post and the procedures to be followed to carry out the assignment. Copies of the post orders should be available for all employees.

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

---

*Comment:*

None.

**1-ABC-3A-06**      **Written policy, procedure, and practice facilitate personal contact and interaction between staff and offenders.**

---

*Comment:*

Staff effectiveness is limited if the only staff available are placed in isolated control centers during periods of offender activity in the housing units.

#### **Staff Availability**

**1-ABC-3A-07**      **Written policy, procedure, and practice provide that there is at least one staff person on the facility premises 24 hours a day who is readily available and responsible for offender needs. When both males and females are housed in the facility, at least one male and one female staff member is on duty at all times.**

---

*Comment:*

None.

#### **Offender Control/Authority**

**1-ABC-3A-08**      **When offenders are given responsibility over other offenders as part of a boot camp program, written policy, procedure, and practice ensure that this authority is not abused by the offenders in charge.**

---

*Comment:*

None.

#### **Permanent Log**

**1-ABC-3A-09**      **Written policy, procedure, and practice require that correctional staff maintain a permanent log and prepare shift reports that record routine information, emergency situations, and unusual incidents.**

---

*Comment:*

Adequate supervision of offenders requires an accurate written reporting system. Each correctional officer in each unit on each shift should maintain detailed records of pertinent information regarding individual offenders and groups of offenders.

**Patrols and Inspections**

**1-ABC-3A-10**      **Written policy, procedure, and practice provide that supervisory staff conduct a daily patrol, including holidays and weekends, of all areas occupied by offenders and submit a daily written report to their supervisor. Unoccupied areas are to be inspected weekly.**

---

*Comment:*

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

**1-ABC-3A-11**      **Written policy, procedure, and practice require that the facility administrator or designee and designated department heads visit the facility's living and activity areas at least weekly to encourage informal contact with staff and offenders and to informally observe living and working conditions.**

---

*Comment:*

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

**1-ABC-3A-12**      **Written policy, procedure, and practice require that the chief security officer or qualified designee conducts at least weekly inspections of all security devices. Written reports are made of devices needing repair or maintenance.**

---

*Comment:*

There should be a scheduled maintenance procedure to ensure that all locks, windows, doors, and other security devices are fully operational. Emergency keys should be checked at least quarterly to ensure that they are in working order. The results of all inspections should be submitted in writing to the facility administrator and/or the officer in charge of security.

**Offender Counts/Movement**

**1-ABC-3A-13**      **Written policy, procedure, and practice provide for a system for physically counting offenders.**

---

*Comment:*

There should be at least one offender count per shift. Counts should be scheduled so as not to conflict with program activities and normal operating procedures. The officer responsible for maintaining the master count record should have up-to-the-minute information regarding all offender housing moves, assignment changes, hospital admissions, etc. Adequate checks should be instituted to allow for human error. All offenders in legal custody should be accounted for in the master count; all temporary absences from the facility should be explained in writing.

**1-ABC-3A-14**      **Written policy, procedure, and practice provide that staff regulate offender movement.**

---

*Comment:*

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

**1-ABC-3A-15**      **Written policy, procedure, and practice govern the transportation of offenders outside the facility and from one jurisdiction to another.**

*Comment:*

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

**Use of Restraints**

**1-ABC-3A-16**      **Written policy, procedure, and practice provide that instruments of restraint, such as handcuffs, irons, and straitjackets, are never applied as punishment and are applied only with the approval of the facility administrator or designee.**

*Comment:*

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

**Control of Contraband/Searches**

**1-ABC-3A-17**      **Written policy, procedure, and practice provide for searches of facilities and offenders to control contraband and provide for its disposition. These policies are made available to staff and offenders; policies and procedures are reviewed at least annually and updated if necessary.**

*Comment:*

None.

**1-ABC-3A-18**      **Written policy, procedure, and practice provide that manual or instrument inspection of body cavities is conducted only when there is reason to do so and when authorized by the facility administrator or designee. The inspection is conducted in private by health care personnel or same-sex correctional personnel trained by health care personnel.**

*Comment:*

None.

**1-ABC-3A-19**      **Written policy, procedure, and practice provide that, except in emergency situations, visual inspections of offender body cavities are conducted by officers of the same sex and in private and are based on reasonable belief that the offender is carrying contraband or other prohibited material. Reasonable belief is not required when offenders return from contact with the general public or from outside the facility. In all cases, this inspection is conducted by trained personnel.**

*Comment:*

None.

**Controlled Access and Use****1-ABC-3A-20**      **Written policy, procedure, and practice govern the control and use of keys.***Comment:*

The key control system should provide a current accounting of the location and possessor of each key. Keys should be stored so that their presence or absence can be easily determined.

**1-ABC-3A-21**      **Written policy, procedure, and practice govern the control and use of tools and culinary and medical equipment.***Comment:*

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

**1-ABC-3A-22**      **Written policy, procedure, and practice govern the use and security of facility vehicles.***Comment:*

Written policies and procedures should state the conditions under which offenders may drive vehicles. Responsibility and keys for certain vehicles may be assigned to specific staff, but the pool of vehicles should be controlled by one person.

**1-ABC-3A-23**      **Written policy, procedure, and practice govern the use of personal vehicles for official purposes and include provisions for insurance coverage.***Comment:*

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

**Security Equipment****1-ABC-3A-24**      **Written policy, procedure, and practice govern the availability, control, and use of chemical agents, electrical disablers, and related security devices, and specify the level of authority required for their access and use. Chemical agents and electrical disablers are used only with the authorization of the facility administrator or designee.***Comment:*

Based on an analysis of the physical plant and the size and profile of the offender population, designated staff should determine what firearms, chemical agents, electric disablers, and other security devices (such as shields, batons, helmets, gloves, body protectors) the facility needs. Written policies and procedures should specify the level of authority required for access to and use of security devices.

**1-ABC-3A-25**      **Written policy, procedure, and practice provide that the facility maintains a written record of routine and emergency distributions of security equipment.**

---

*Comment:*

The written record should detail who receives security equipment and what they receive.

**1-ABC-3A-26**      **Written policy, procedure, and practice provide that firearms, chemical agents, and related security equipment are inventoried at least monthly to determine their condition and expiration dates.**

---

*Comment:*

Written policy should specify who has access to the depository where the security equipment is stored.

**1-ABC-3A-27**      **Written policy, procedure, and practice provide that written reports are submitted to the facility administrator or designee no later than the conclusion of the tour of duty when any of the following occur:**

- **discharge of a firearm or other weapon**
  - **use of chemical agents to control offenders**
  - **use of force to control offenders**
  - **offender(s) remain in restraint at the end of the shift**
- 

*Comment:*

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

**1-ABC-3A-28**      **Written policy, procedure, and practice provide that all persons injured in an incident receive immediate medical examination and treatment.**  
**Mandatory**

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*Comment:*

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

**Use of Firearms**

**1-ABC-3A-29  
Mandatory**

Written policy, procedure, and practice govern the use of firearms, including the following:

1. Weapons are subjected to stringent safety regulations and inspections.
2. Except in emergency situations, employees carrying firearms are assigned only to watch towers, gun walks, mobile patrols, or other positions that are inaccessible to offenders.
3. Employees supervising offenders outside the facility's perimeter follow specific procedures for ensuring the security of the weapons.
4. Employees are instructed to use deadly force only after other actions have been tried and found ineffective, unless the employee believes that a person's life is immediately threatened.

---

*Comment:*

Personnel who spend most of their time in direct personal contact with offenders should not carry firearms. Any personnel authorized to use firearms must be properly trained and demonstrate competency in their use.

**1-ABC-3A-30**

Written policy, procedure, and practice provide for the safe unloading and reloading of firearms.

---

*Comment:*

There should be a process for the unloading and reloading of firearms for both facility personnel and visiting law enforcement officers to ensure that these actions present the least possible danger.

**1-ABC-3A-31  
Mandatory**

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

---

*Comment:*

Correctional personnel should be prepared to justify their use of physical force. The phrase "as a last resort" may be defined through appropriate statutory authority.

**Section B  
Safety and Emergency Procedures**

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

- Objectives:**
- to institute comprehensive emergency plans to protect the lives of staff, offenders, and visitors at the facility
  - to establish safety practices for vehicles and the facility

**Fire Safety**

- 1-ABC-3B-01  
Mandatory**
- Written policy, procedure, and practice specify fire prevention regulations and practices to ensure the safety of staff, offenders, and visitors. These include, but are not limited to:**
- provision for adequate fire protection service
  - a system of fire inspections and testing of equipment at least quarterly or at intervals approved by the authority having jurisdiction, following the procedures stated for variances, exceptions, or equivalencies
  - an annual inspection by local or state fire officials or other qualified person(s)
  - availability of fire protection equipment at appropriate locations throughout the facility

---

*Comment:*

Facility personnel should plan and execute all reasonable procedures for the prevention and prompt control of fire to ensure the safety of staff, offenders, and visitors.

**Fire Alarm System**

- 1-ABC-3B-02  
Mandatory**
- The facility has a fire alarm system and an automatic detection system that is approved by the authority having jurisdiction. 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.**

---

*Comment:*

Identification of fire and/or smoke at the earliest possible moment is critical to fire control and fire fighting, as well as to the evacuation of staff and offenders to preclude smoke inhalation and to preserve life and health.

**Flammable, Toxic, and Caustic Materials**

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

---

*Comment:*

None.



**1-ABC-3B-04  
Mandatory**

**Written policy, procedure, and practice provide that specifications for the selection and purchase of facility furnishings indicate the fire-safety performance requirements selected.**

*Comment:*

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

**1-ABC-3B-05  
Mandatory**

**Written policy, procedure, and practice provide that where smoking is permitted, noncombustible receptacles for smoking materials and separate containers for other combustible refuse are accessible at locations throughout living quarters. Special containers are provided for flammable liquids and for rags used with flammable liquids. All receptacles and containers are emptied and cleaned daily.**

*Comment:*

None.

**Emergency Plans**

**1-ABC-3B-06  
Mandatory**

**The facility has a written evacuation plan prepared in the event of a fire or major emergency that is certified by an independent, outside inspector trained in the application of national fire safety codes. The plan is reviewed annually and updated if necessary, and reissued to the local fire jurisdiction. The plan includes the following:**

- **location of building/room floor plan**
- **use of exit signs and directional arrows for traffic flow**
- **location of publicly posted plan**
- **at least monthly drills in all facility locations, including administrative areas**

*Comment:*

The evacuation plan also should specify evacuation routes, subsequent disposition and temporary housing of offenders, and provision for medical care or hospital transportation for injured offenders and/or staff.

**1-ABC-3B-07**

**The facility has the equipment necessary to maintain essential lights, power, and communications in an emergency.**

*Comment:*

The facility should have emergency power units, either battery or motor driven, to provide essential lighting and life-sustaining functions within the facility and to maintain outside communications in an emergency.

**1-ABC-3B-08**      **Written policy, procedure, and practice provide for a communication system within the facility and between the facility and community in the event of urgent, special, or unusual incidents or emergency situations.**

---

*Comment:*

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

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

---

*Comment:*

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

**1-ABC-3B-10**      **Power generators are tested at least every two weeks, and other emergency equipment and systems are tested at least quarterly for effectiveness and are repaired or replaced, if necessary.**

---

*Comment:*

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

**1-ABC-3B-11**  
**Mandatory**      **Written policy, procedure, and practice specify the means for the immediate release of offenders from locked areas in case of an emergency and provide for a back-up system.**

---

*Comment:*

The responsibilities of personnel in an emergency situation should be clearly defined. They should be aware of the location and identification of keys and know all evacuation routes. Offenders should receive instructions concerning emergency procedures. A control station or other locations that are away from the offender living area are provided with reliable, manual means for releasing locks on doors to permit prompt release of offenders in the event of fire or other emergency.

**1-ABC-3B-12**  
**Mandatory**      **Written policy, procedure, and practice provide that all facility personnel are trained in the implementation of written emergency plans. Emergency plans are disseminated to appropriate local authorities.**

---

*Comment:*

Since the staff must be able to properly execute the plans, a review of the emergency plans should be an essential element of personnel orientation and in-service training. Dissemination of these plans to local authorities, such as law enforcement, state police, civil defense, etc., will keep them informed of their roles in the event of an emergency.

### Facility Transportation

- 1-ABC-3B-13** For those programs providing mass-transport vehicles, written policy, procedure, and practice require, at a minimum, an annual safety inspection by qualified individuals. Documentation of immediate completion of safety repairs shall be on file.

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*Comment:*

Bus transportation, whether program owned, contracted, or local school board operated, must be safely maintained for offender, staff, and public safety. Bus inspections may be certified by the local school board transportation department, city/county or state inspection programs, or by a qualified bus mechanic using a checklist of safety features including, but not limited to, brakes, steering, tires, mirrors, emergency doors, etc. Written policy should ensure that facility vehicles are operated only by licensed drivers and that vehicles and drivers are insured in conformance with state statutes. All vehicles should be maintained in a safe operating condition and should undergo periodic safety inspections where applicable.

### Threats to Security

- 1-ABC-3B-14** There is a written plan that provides for continuous facility operation in the event of employee work stoppage or other job action. Copies of this plan are available to appropriate supervisory personnel who are required to familiarize themselves with its contents.

---

*Comment:*

In the event of mass sick calls, slow-downs, and related acts, a plan should be established that is known to all supervisory personnel and includes necessary coverage of facility posts, procedures for personnel reporting to work, and access to the workplace if there is a picket line.

## Section C Rules and Discipline

**Goal:** To ensure that all disciplines are Specific, Measurable, Attainable, Realistic, and Time-limited (SMART), and that the facility's rules of conduct, sanctions, and procedures for violations are defined in writing and communicated to all offenders and staff. Disciplinary procedures are carried out promptly and with respect for the offenders

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

### Rules of Conduct

**1-ABC-3C-01** Written policy, procedure, and practice provide for disciplinary regulations governing offender rule violations, sanctions, and penalties that can be imposed for various degrees of violation. These are reviewed at least annually and updated if necessary.

---

*Comment:*

The regulations should specify the range of penalties/sanctions that can be imposed for violations. Penalties should be proportionate to the importance of the rule and severity of the violation.

**1-ABC-3C-02** Written policy, procedure, and practice provide that all program rules and regulations pertaining to offenders are conspicuously posted in the facility or included in a handbook that is accessible to all offenders and staff. When a literacy or communication problem exists, a staff member assists the offender.

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*Comment:*

None.

### Criminal Violations

**1-ABC-3C-03** Written policy, procedure, and practice provide that where an offender allegedly commits an act covered by criminal law, the case be referred to the appropriate law enforcement officials.

---

*Comment:*

None.

**Disciplinary Report/Hearing**

**1-ABC-3C-04**      **Written policy, procedure, and practice provide that when rule violations require formal resolution, staff members prepare a disciplinary report and forward it to the designated supervisor.**

---

*Comment:*

Employees should be encouraged to resolve incidents involving minor violations of facility rules on an informal basis. However, where informal resolution is not possible or unwarranted, the staff member should prepare a report.

**1-ABC-3C-05**      **Written policy, procedure, and practice provide for informal resolutions of minor infractions of facility rules.**

---

*Comment:*

None.

**1-ABC-3C-06**      **Written policy, procedure, and practice provide that an offender charged with a major rule violation receives a written statement of the alleged violation(s), including a description of the incident and specific rules violated. The offender is given that statement at the same time the disciplinary report is filed with the disciplinary committee, but no less than 24 hours prior to the disciplinary hearing. The hearing may be held within 24 hours with the offender's written consent.**

---

*Comment:*

None.

**Conduct of Hearings**

**1-ABC-3C-07**      **Written policy, procedure, and practice provide that offenders charged with major rule violations are scheduled for a hearing as soon as possible, but no later than seven days, excluding weekends and holidays, after the alleged violation. Offenders are notified of the time and place of the hearing at least 24 hours in advance of the hearing.**

---

*Comment:*

To ensure fairness and the integrity of the disciplinary process, offenders charged with major rule violations should receive hearings as soon as possible, unless the hearing is prevented by exceptional circumstances, unavoidable delays, or reasonable postponements. Reasons for all delays should be documented. If the process could result in the transfer of an offender to a more restrictive setting, staff or volunteers may assist the offender.

**1-ABC-3C-08**      **Written policy, procedure, and practice provide that an offender may waive the right to a hearing, provided that the waiver is documented and reviewed by the facility administrator or designee.**

---

*Comment:*

None.

**1-ABC-3C-09**      **Written policy, procedure, and practice provide that offenders have an opportunity to make a statement and present documentary evidence at the hearing. Offenders can request witnesses on their behalf; the reasons for denying such a request are stated in writing.**

---

*Comment:*

None.

**1-ABC-3C-10**      **Written policy, procedure, and practice provide for postponement or continuance of the disciplinary hearing for a reasonable period of time.**

---

*Comment:*

Hearing postponement or continuance may be granted for such cause as preparation of a defense, illness or unavailability of offender, further investigation of factual matters relevant to the hearing, or pending criminal court prosecution.

**1-ABC-3C-11**      **Written policy, procedure, and practice provide that a staff member or agency representative assists offenders at disciplinary hearings, if requested. A representative is appointed when it is apparent that the offender is not capable of collecting and presenting evidence on his or her own behalf.**

---

*Comment:*

Staff members or agency representatives designated to assist offenders should be trained in and knowledgeable of facility rules and discipline, disciplinary procedures, and due process requirements. Offenders may not cross-examine witnesses, but staff may question witnesses who have been requested by an offender to present evidence.

### Hearing Decisions

**1-ABC-3C-12**      **Written policy, procedure, and practice provide that the disciplinary decision is based solely on information obtained in the hearing process, including staff reports, the statements of the offender charged, and evidence derived from witnesses and documents.**

---

*Comment:*

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

**Hearing Record**

**1-ABC-3C-13**

**Written policy, procedure, and practice provide that a written record is made of the disciplinary hearing decision and the supporting reasons and a copy is provided to the offender. The hearing record and the supporting documents are maintained in the offender's file.**

---

*Comment:*

The disciplinary hearing record should include the decision, the disposition, and the reason(s) for the action.

**Appeal**

**1-ABC-3C-14**

**Written policy, procedure, and practice grant offenders the right to appeal disciplinary decisions to the facility administrator or designee. Offenders have up to 15 days of receipt of the decision to submit an appeal. The appeal is decided within 30 days of its receipt, and the offender is promptly notified in writing of the results.**

---

*Comment:*

The appeal process should consider the following three factors: Was there substantial compliance with facility standards and procedures in handling offender discipline? Was the decision based on substantial evidence? Was the proposed solution appropriate?

## Section D Offenders' Rights

**Goal:** To ensure that the facility protects the safety and constitutional rights of offenders and seeks a balance between the expression of individual rights and the preservation of order

- Objectives:**
- to ensure offenders have access to courts, counsel, programs, services, media, and personal property
  - to provide offenders protection from harm
  - to institute and employ a grievance procedure for offenders

### Access to Courts

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

---

*Comment:*

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

### Access to Counsel

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

---

*Comment:*

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



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**Access to Law Library**

**1-ABC-3D-03** Written policy, procedure, and practice provide for the right of offenders to have access to an appropriate law library and to paper, typewriters or typing services, and other supplies and services related to legal matters. The law library includes, at a minimum, relevant and up-to-date constitutional, statutory, and case law materials; applicable court rules; and practice treatises. When offenders are unable to make meaningful use of the law library on their own, the additional assistance necessary for effective access is provided.

---

*Comment:*

The constitutional right of access to the courts requires that offenders who request assistance in preparing and filing legal papers receive the assistance necessary. This should include assistance from persons with legal training, law school legal assistance programs, public defender's offices, and law library facilities. State court rulings suggest that the law library should include, at a minimum, state and federal constitutions; state statutes and decisions; procedural rules and decisions and related commentaries; federal case law materials; court rules and practice treatises; and legal periodicals and indices.

**Access to Programs and Services**

**1-ABC-3D-04** Written policy, procedure, and practice provide that program access, work assignments, and administrative decisions are made without regard to offenders' race, religion, national origin, sex, disability, or political views.

---

*Comment:*

Offenders should be assured equal opportunities to participate in all programs and services.

**Access to Media**

**1-ABC-3D-05** Written policy, procedure, and practice provide for reasonable access between offenders and the communications media, subject only to the limitations necessary to maintain order and security and to protect offenders' privacy. Media requests for interviews and the offender's consent are in writing.

---

*Comment:*

Except in emergencies, offenders should have access to the communications media or other legitimate intermediary.

**Protection from Harm**

**1-ABC-3D-06** Written policy, procedure, and practice provide that offenders 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.

---

*Comment:*

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

### Personal Property

**1-ABC-3D-07**      **Written policy, procedure, and practice specify the personal property offenders can retain in their possession and govern the control and safeguarding of such property. Personal property retained in the facility is itemized in a written list that is kept in a permanent file; the offender receives a copy listing the property retained for storage.**

---

*Comment:*

Personal property should be accurately inventoried and securely stored.

### Grievance Procedure

**1-ABC-3D-08**      **A written offender grievance procedure is made available to all offenders.**

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*Comment:*

A grievance procedure is an administrative means for the expression and resolution of offender problems.

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## Part Four Facility Services

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### Section A Reception and Orientation

**Goal:** To have all incoming offenders undergo a thorough screening and assessment at admissions and receive a thorough orientation

- Objectives:**
- to provide orientation to offenders about the facility's procedures, rules, programs, and services
  - to establish disciplinary proceedings

#### Admission

**1-ABC-4A-01**      **The facility has clearly defined written policies, procedures, and practices governing admission.**

---

*Comment:*

The policies and procedures governing the admission process should include, but not be limited to types of information to be gathered on all applicants before admission, criteria for acceptance, and procedures to be followed when accepting or not accepting referrals.

**1-ABC-4A-02**      **Legal commitment authority is documented by court order, statute, or compact.**

---

*Comment:*

Regardless of the reason for commitment to the program, each offender's file should contain evidence of legal commitment.

**1-ABC-4A-03**      **The facility records information on each offender to be admitted that includes, at a minimum, the following:**

- name
- address
- social security number
- date of birth
- sex
- race or ethnic origin
- reason for referral
- who to notify in case of emergency
- date information gathered
- name of referring agency or committing authority
- social history, where available
- special medical problems or needs
- personal physician, if applicable
- legal status, including jurisdiction, length, and conditions of placement
- signature of both interviewee and employee gathering information

---

*Comment:*

The facility's admission information form should include the basic data necessary to facilitate a continuous program for the offender. The information on the form is preliminary and can be expanded to meet the needs of individual facilities.

**1-ABC-4A-04**      **Written policy, procedure, and practice provide that the facility distributes a copy of admission policies to appropriate agencies.**

---

*Comment:*

Distribution of written admission policies is necessary to help the referring agencies make proper referrals. The policies must be clear and concise, so an accurate determination of potential referrals can be made.

**Program Denial**

**1-ABC-4A-05**      **Written policy, procedure, and practice provide that the program advises the referring facility when a prospective offender is not accepted into the program, stating specific reasons.**

---

*Comment:*

An important part of the referral process is the follow-up provided to the referring source. Such communication will assist the referring source in making future referrals.

**Reception and Orientation**

**1-ABC-4A-06**      **Written policy, procedure, and practice provide that at the time of admission, facility staff discuss with the offender program goals, service(s) available, rules governing conduct, and program rules; this is documented by employee and offender signatures.**

---

*Comment:*

It is important that offenders, at the time of admission, understand what can be expected of the program and what the program expects from them. This discussion can occur before admission and acceptance into the program. The discussion or orientation also should include, but not be limited to: curfew, meal hours, program participation, house rules, eligibility criteria for discharge, and staff expectations.

**1-ABC-4A-07**      **Written policy, procedure, and practice provide that new offenders receive written orientation materials and/or translations in their language, if they do not understand English. When a literacy problem exists, a staff member assists the offender in understanding the material. Completion of orientation is documented by a statement signed and dated by the offender.**

---

*Comment:*

Orientation should include: informal classes, distribution of written materials about the facility's programs, rules and regulations, and discussions. Orientation also should be used to observe offender behavior and to identify special problems.

## Section B Classification

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

**Objective:** • to provide a personalized program plan for each offender

### Classification Plan

**1-ABC-4B-01**      **Written policy, procedure, and practice provide that staff design and complete the offender's personalized program plan within 21 days of admission. The plan includes measurable criteria of expected behavior and accomplishments, and a time schedule for achieving specific goals. The plan is documented with staff and offender signatures.**

---

*Comment:*

To provide individualized care, a personalized plan for each offender should be developed.

**1-ABC-4B-02**      **Written policy, procedure, and practice provide that a classification system specifies the type of program needed and provide for regular review.**

---

*Comment:*

Regular reviews should be consistent with the complexity of the offender's program and the length of stay in the facility.

**1-ABC-4B-03**      **Written policy, procedure, and practice provide that offenders have input into planning, problem solving, and decision making related to their participation in the program.**

---

*Comment:*

Provisions should be made for offenders to take part in program planning and any decisions to be made that may affect the offenders' lives. Such participation enables offenders to assume responsibility, develop social and leadership skills, and identify more closely with the program.

### Program Plan Changes

**1-ABC-4B-04**      **Any change in a personalized program plan is reviewed and discussed with the offender. This review is dated and documented by staff and offender signatures.**

---

*Comment:*

None.

**Progress Reports**

**1-ABC-4B-05**      **Offender progress in the program is reviewed either through staff meetings or by individual staff at least every two weeks. The outcome of each review is documented.**

---

*Comment:*

None.

**1-ABC-4B-06**      **Written policy, procedure, and practice specify the conditions under which an offender can initiate a review of progress and program status.**

---

*Comment:*

Offenders should be allowed to initiate reviews that determine the extent of their progress and the effectiveness of their programming.

**Program Transfers/Removal**

**1-ABC-4B-07**      **Written policy, procedure, and practice defines the authority of the facility administrator in removing or transferring an offender from the program.**

---

*Comment:*

The program director should be authorized to remove any offender from the program when there are substantial reasons to justify removal.

## Section C Food Service

**Goal:** To have a written body of policy and procedure that provides for the effective operation of the facility's food services

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

### Budgeting and Purchasing

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

---

*Comment:*

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

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

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

---

*Comment:*

None.

**1-ABC-4C-03**      **Written policy, procedure, and practice require that accurate records are maintained of all meals served.**

---

*Comment:*

A uniform system should be established to record the number, cost, and type of meals served to offenders, employees, guests, and visitors. Employees, guests, and visitors should be served the same food that offenders are served. Food service records should include published menus; information on waste, food costs, and nutritional accounting; and notation of food products raised or produced by the system.



## Dietary Allowances

- 1-ABC-4C-04** There is documentation that the facility's dietary allowances are reviewed at least annually by a qualified nutritionist or dietician to ensure that they meet the nationally recommended allowances for basic nutrition. Menu evaluations are conducted at least quarterly by facility food service supervisory staff to verify adherence to the established basic daily servings.

*Comment:*

Dietary allowances, adjusted for age, sex, and activity, should meet or exceed the recommended dietary allowances published by the National Academy of Sciences. A qualified nutritionist or dietician is a person registered or eligible for registration by the American Dietetic Association or who has the documented equivalent in education, training, or experience, with evidence of relevant continuing education.

## Menu Planning

- 1-ABC-4C-05** Written policy, procedure, and practice require that food service staff plan menus in advance and substantially follow the plan and that the planning and preparation of all meals take into consideration food flavor, texture, temperature, appearance, and palatability.

*Comment:*

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

## Special Diets

- 1-ABC-4C-06**  
**Mandatory** Written policy, procedure, and practice provide for special diets as prescribed by appropriate medical or dental personnel.

*Comment:*

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

- 1-ABC-4C-07** Written policy, procedure, and practice provide for special diets for offenders whose religious beliefs require the adherence to religious dietary laws.

*Comment:*

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

**1-ABC-4C-08**      **Written policy, procedure, and practice precludes the use of food as a disciplinary measure.**

*Comment:*

All offenders and staff, except those on special medical or religious diets, should eat the same meals. Food should not be withheld, nor the standard menu varied, as a disciplinary sanction for an individual offender. The standard does not preclude rewarding groups of offenders with special foods in return for special services or under special circumstances.

### Health and Safety Regulations

**1-ABC-4C-09**      **There is documentation by an independent, outside source that food service facilities and equipment meet established governmental health and safety codes; corrective action is taken on deficiencies, if any.**  
**Mandatory**

*Comment:*

Food service facilities and equipment should meet all standards and requirements set by qualified professional and/or governmental bodies. Food service personnel should be trained in accident prevention, first aid, the use of safety devices, floor care, knife storage, and the use of fire extinguishers. They should attend regular meetings to discuss accident prevention and analyze major accidents to prevent recurrence.

**1-ABC-4C-10**      **Written policy, procedure, and practice provide for adequate health protection for all offenders and staff in the facility, as well as other persons working in the food service, including the following:**  
**Mandatory**

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

*Comment:*

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

**Inspections**

**1-ABC-4C-11** When required by statute, food products grown or produced within the system are inspected and approved by the appropriate government agency; there is a distribution system that ensures prompt delivery of foodstuffs to facility kitchens.

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*Comment:*

All such foodstuffs should meet or surpass government inspection levels, and the distribution system should ensure that they are delivered when fresh and in a condition for optimum food service. Government inspection of food grown in offender garden and used in food service is not required where the garden is not part of a larger agricultural operation and the offender does not work full-time at food production for use by the offender population; all garden-grown food should, however, be inspected by food service personnel prior to use.

**1-ABC-4C-12**  
**Mandatory**

**Written policy, procedure, and practice require weekly inspections of all food service areas, including dining and food preparation areas and equipment, by administrative, medical, or dietary personnel; this may include the person supervising food service operations or the person's designee. Refrigerator and water temperatures are checked daily by administrative, medical, or dietary personnel.**

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*Comment:*

All areas and equipment related to food preparation (e.g., ranges, ovens, refrigerators, mixers, dishwashers, garbage disposals) require frequent inspections to ensure their sanitary and operating condition. Water temperature on the final dishwasher rinse should be 180 degrees Fahrenheit; between 140 degrees and 160 degrees Fahrenheit is appropriate if a sanitizer is used on the final rinse. The person conducting the inspection should have some training in food-service operations.

**1-ABC-4C-13**

**Written policy, procedure, and practice provide that stored shelf goods are maintained at 45 degrees to 80 degrees Fahrenheit, refrigerated foods at 35 degrees to 40 degrees Fahrenheit, and frozen foods at 0 degrees Fahrenheit or below. Laws and/or regulations of the health authority having jurisdiction prevail.**

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*Comment:*

None.

**Meals**

**1-ABC-4C-14**      **Written policy, procedure, and practice provide that meals are served under the direct supervision of staff members.**

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*Comment:*  
None.

**1-ABC-4C-15**      **Written policy, procedure, and practice require that at least three meals (including two 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. Variations may be allowed based on weekend and holiday food-service demands provided basic nutritional goals are met.**

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*Comment:*  
None.

## Section D Sanitation and Hygiene

**Goal:** To have a written body of policy and procedure that provides for the safe and clean operation of the facility

**Objective:**

- to comply with applicable regulations and standards to protect the health and safety of offenders and staff

### Sanitation Inspections

**1-ABC-4D-01  
Mandatory**

Written policy, procedure, and practice require the following inspections:

- weekly sanitation inspections of all facility areas by a qualified departmental staff member
- comprehensive and thorough monthly inspections by a safety/sanitation specialist
- at least annual inspections by federal, state, and/or local sanitation and health officials or other qualified person(s)

The facility complies with all applicable laws and regulations of the governing jurisdiction, and there is documentation by an independent, outside source that any past deficiencies noted in annual inspections have been corrected.

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*Comment:*

The safety/sanitation specialist responsible for conducting monthly inspections may be a facility staff member who is trained in the application of jurisdictional codes and regulations. Periodically and on an as-needed basis, this individual is provided assistance from specialists regarding safety and sanitation requirements and inspections. Training for this individual may be provided through the agency's central office specialist(s) or by other applicable agencies.

### Water Supply

**1-ABC-4D-02  
Mandatory**

The facility's potable water source and supply, whether self-owned or operated by the public water department, is approved by an independent, outside source to be in compliance with jurisdictional laws and regulations.

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*Comment:*

None.

### Waste Disposal

**1-ABC-4D-03  
Mandatory**

The facility provides for a waste disposal system, in accordance with an approved plan by the appropriate regulatory agency.

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*Comment:*

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

### Housekeeping

**1-ABC-4D-04  
Mandatory**      **Written policy, procedure, and practice provide for the control of vermin and pests.**

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*Comment:*

Pest control professionals should be readily available to conduct regular monthly inspections of the facility and eradicate, by whatever means effective, any insects, rodents, or vermin found.

**1-ABC-4D-05**      **Written policy, procedure, and practice provide for a housekeeping plan for all areas of the facility's physical plant. The plan provides for daily housekeeping and regular maintenance by assigning specific duties and responsibilities to staff and offenders.**

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*Comment:*

Effective housekeeping requires the development of a definite cleaning schedule with personnel and offenders assigned to specific duties. Cleaning activities should be supervised at all times to ensure that the work performed is proper and thorough.

### Clothing and Bedding Supplies

**1-ABC-4D-06**      **Written policy, procedure, and practice provide that the storage of clothing, linen, and bedding exceeds that required for the facility's offender population.**

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*Comment:*

More clothing, linen, and bedding should be available than needed at any one time, so there is no delay in replacing items.

**1-ABC-4D-07**      **Written policy, procedure, and practice specify accountability for offender clothing and bedding.**

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*Comment:*

The issue of all clothing and bedding should be recorded, and offenders should be held accountable for their use.

**1-ABC-4D-08**      **Written policy, procedure, and practice provide for the issue of suitable clothing to all offenders. Clothing is properly fitted, climatically suitable, durable, and presentable.**

---

*Comment:*

A standard wardrobe should be provided at the time of admission and should include, as appropriate, shirts, blouses, dresses, trousers, skirts, belts, undergarments, slippers, socks, shoes, coats, jackets, and headwear. In addition to the standard issue of offender clothing, civilian attire should be available in limited quantities for leisure and visiting.

**1-ABC-4D-09**      **Written policy, procedure, and practice provide for the issue of special and, when appropriate, protective clothing and equipment to offenders assigned to the facility's food service, hospital, farm, garage, physical plant maintenance shops, and other special work details.**

---

*Comment:*

Offenders assigned to special work areas should be clothed in accordance with the requirements of their work assignment and, when appropriate, furnished with suitable protective equipment (disposable face masks and gloves, protective helmets, goggles, etc.).

**1-ABC-4D-10**      **Offenders are provided the opportunity to have three complete sets of clean clothing per week. The facility may provide this clean clothing in several ways, including access to self-serve washer facilities, central clothing exchange, or a combination of the two. Wash basins in rooms are not compliant.**

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*Comment:*

None.

**1-ABC-4D-11**      **The facility provides for the thorough cleaning and, when necessary, disinfecting of offender personal clothing before storage or before allowing the offender to keep and wear personal clothing.**

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*Comment:*

Offender personal clothing should be cleaned and disinfected to prevent odors and pests and should be stored outside of the offender housing area.

**1-ABC-4D-12**      **Written policy, procedure, and practice provide for the issue of suitable, clean bedding and linen, including two sheets, pillow and pillowcase, one mattress, and sufficient blankets to provide comfort under existing temperature controls. There is provision for linen exchange, including towels, at least weekly.**

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*Comment:*

Collection, storage, and exchange methods for bedding and linens should be done hygienically; that is, blankets, pillows, mattress covers, and mattresses should be cleaned before reissue, and linen and towels must be laundered before reissue.

### **Bathing and Personal Hygiene**

**1-ABC-4D-13**      **There are sufficient bathing facilities in the housing areas to permit offenders to shower at least three times per week.**

---

*Comment:*

Offenders in special jobs, such as food, medical, sanitation, or mechanical services, should be encouraged to bathe daily, and ideally, each offender should be permitted to shower daily.

**1-ABC-4D-14**

**Written policy, procedure, and practice require that articles necessary for maintaining proper personal hygiene are provided and readily available. These articles include, at least, the following:**

- soap
- shampoo
- toothbrush
- toothpaste or powder
- a comb
- toilet paper
- special hygiene items for female offenders

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*Comment:*

Hygiene items may be available from the staff or other sources as approved by the facility administrator.

### **Hair Care Services**

**1-ABC-4D-15**

**Written policy, procedure, and practice provide that hair care services that comply with applicable health requirements are available to offenders.**

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*Comment:*

Large facilities should designate a room for hair care services; small facilities can use any multipurpose room. In all cases, hair should be cut under sanitary conditions and in an area that permits observation by staff. Equipment should be stored securely when not in use.



## Section E Health Care

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

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

### Responsible Health Authority

**1-ABC-4E-01  
Mandatory**

Written policy, procedure, and practice provide that the facility has a designated health authority with responsibility for health care pursuant to a written agreement, contract, or job description. The health authority may be a physician, health administrator, or health agency. When this authority is other than a physician, final medical judgments rest with a single-designated physician.

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*Comment:*

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

**1-ABC-4E-02  
Mandatory**

Written policy, procedure, and practice provide that all medical, psychiatric, and dental matters involving medical judgment are the sole province of the responsible physician and dentist, respectively.

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*Comment:*

The provision of health care is a joint effort of administrators and health-care providers and can be achieved only through mutual trust and cooperation. The health authority arranges for the availability of health-care services; the official responsible for the facility provides the administrative support for making the services accessible to offenders.

**1-ABC-4E-03**

Written policy, procedure, and practice provide that the health authority meets with the facility administrator at least quarterly and submits annual statistical summaries and quarterly reports on the health-care delivery system and health environment.

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*Comment:*

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

**1-ABC-4E-04** Each policy, procedure, and program in the health-care delivery system is reviewed, at least annually, by the appropriate health-care authority and revised, if necessary. Each document bears the date of the most recent review or revision and the signature of the reviewer.

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*Comment:*

None.

#### General Policies

**1-ABC-4E-05** Written policy, procedure, and practice require continuity of care from admission to discharge from the facility, including referral to community care, when indicated.

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*Comment:*

When health care is transferred to providers in the community, appropriate health information should be shared with the new providers in accord with consent requirements.

**1-ABC-4E-06**  
**Mandatory** Written policy, procedure, and practice provide for unimpeded access to health care and for a system for processing complaints regarding health care. These policies are communicated orally and in writing to the offender upon arrival in the facility and are put in a language clearly understood by each offender.

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*Comment:*

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

**1-ABC-4E-07**  
**Mandatory** An adequately equipped medical facility that meets the legal requirements for a licensed general hospital, with respect to the services it offers, is available to all offenders.

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*Comment:*

Facilities that cannot provide the required hospital care in-house should provide such care outside the facility through contractual arrangements.

**1-ABC-4E-08** Space, equipment, supplies, and materials for health services are provided and maintained as determined by the health authority.

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*Comment:*

The type of space and equipment will depend on the level of health care provided in the facility. Equipment should be checked and tested periodically and secured from offender access. All facilities should provide space where an offender can be examined and treated in private.

**Personnel****1-ABC-4E-09  
Mandatory**

Appropriate state and federal licensure, certification or registration requirements, and restrictions apply to personnel who provide health-care services to offenders. 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.

*Comment:*

Only qualified health-care personnel should determine and supervise health-care procedures. Written job descriptions should include the required professional qualifications and the individual's specific role in the health-care delivery system. Verification of qualifications may consist of copies of current credentials or a letter from the state licensing or certifying body regarding current credential status. Nursing services are performed in accordance with professionally recognized standards of nursing practice and the jurisdiction's Nurse Practice Act.

**1-ABC-4E-10  
Mandatory**

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

*Comment:*

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

**Mental Health Services****1-ABC-4E-11**

Written policy, procedure, and practice specify the provision of mental health services for offenders. These services include, but are not limited to, those provided by qualified mental health professionals who meet the educational and license/certification criteria specified by their respective professional discipline.

*Comment:*

An adequate number of qualified staff members should be available to deal directly with offenders who have severe mental health problems as well as to advise other correctional staff about their contacts with such individuals.

**1-ABC-4E-12**

Written policy, procedure, and practice, approved by the appropriate mental health authority, provide for all activities carried out by mental health services personnel.

*Comment:*

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

**Health-trained Staff Member**

**1-ABC-4E-13**      **When facilities do not have full-time, licensed health-care personnel, a health-trained staff member coordinates the health delivery services in the facility under the joint supervision of the responsible health-care authority and the facility administrator.**

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*Comment:*

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

**1-ABC-4E-14**      **Written policy, procedure, and practice provide that any students or interns delivering health care in the facility work under direct staff supervision, commensurate with their level of training.**

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*Comment:*

The direct staff supervision may be provided by a physician, nurse, or other appropriate health-care personnel.

**1-ABC-4E-15**  
**Mandatory**      **Written policy, procedure, and practice provide that offenders are not used for the following duties:**

- performing direct patient care services
  - scheduling health-care appointments
  - determining access of other offenders to health-care services
  - handling or having access to surgical instruments, syringes, needles, medications, or health records
  - operating diagnostic or therapeutic equipment
- 

*Comment:*

Offenders cannot operate medical equipment but should be able to perform maintenance and housekeeping services under close supervision of qualified staff. In addition, offenders participating in a certified vocational training program may perform direct services, such as dental chairside assistance.

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**Pharmaceuticals**

**1-ABC-4E-16** Written policy, procedure, and practice provide for the proper management of pharmaceuticals and address the following subjects:

- a formulary specifically developed for the facility
- prescription practices, including requirements that (1) psychotropic medications are prescribed only when clinically indicated as one facet of a program of therapy; (2) "stop order" time periods are required for all medications; and (3) 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 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's orders

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*Comment:*

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

**1-ABC-4E-17** Psychotropic drugs, such as antipsychotics, antidepressants, and drugs requiring parenteral administration, are prescribed only by a physician or authorized health provider by agreement with the physician, and then only following a physical examination of the offender by the health provider. Such drugs are administered by the responsible physician, qualified health personnel, or health-trained personnel under the direction of the health authority.

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*Comment:*

None.

**1-ABC-4E-18** Written policy, procedure, and practice govern the administration of involuntary psychotropic drugs in compliance with the applicable laws of the jurisdiction.

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*Comment:*

None.

## Health Screenings and Examinations

### 1-ABC-4E-19 Mandatory

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

*Comment:*

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

### 1-ABC-4E-20 Mandatory

Written policy, procedure, and practice require that a medical, dental and mental health screening is performed by health-trained or qualified health-care personnel on all offenders, excluding intrasystem transfers, upon the offender's arrival at the facility. All findings are recorded on a form approved by the health authority. The screening includes at least the following:

**Inquiry into:**

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

**Observation of:**

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

**Medical disposition of offender:**

- general population and/or
- general population with prompt referral to appropriate health-care service and/or
- referral to appropriate health-care service for emergency treatment

*Comment:*

Health screening is a system of structured inquiry and observation designed to (1) prevent newly arrived offenders who pose a health or safety threat to themselves or others from being admitted to the general population and (2) rapidly transport newly admitted offenders to needed health care. Receiving screenings can be performed by health-care personnel or by a health-trained correctional officer at the time of admission. Facilities that have reception and diagnostic units and/or a holding room must conduct receiving screening on all offenders upon arrival at the facility as part of the admission procedures.

**1-ABC-4E-21  
Mandatory**

Written policy, procedure, and practice require that all intrasystem transfers receive a health screening by health-trained or qualified health-care personnel immediately upon arrival at the facility. All findings are recorded on a form approved by the health authority. The screening includes, at a minimum, the following:

**Inquiry into:**

- whether the offender is being treated for a medical, dental, or mental health problem
- whether the offender is presently on medication
- whether the offender has a current medical, dental, or mental health complaint

**Observation of:**

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

**Medical disposition of offender:**

- general population and/or
- general population with appropriate referral to health-care service and/or
- referral to appropriate health-care service for emergency treatment

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**Comment:**

Health screening of intrasystem transfers is necessary to detect offenders who pose a health or safety threat to themselves or others and who may require immediate health care.

**1-ABC-4E-22**

Written policy, procedure, and practice provide for early identification and treatment of offenders with alcohol and drug abuse problems through a standardized battery assessment. This battery shall be documented and include, at a minimum, the following:

- screening and sorting
- clinical assessment and reassessment
- medical assessment for appropriate drug and alcohol program assignment that meets the needs of the individual offender

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**Comment:**

None.

## Full Health Appraisal

**1-ABC-4E-23** Written policy, procedure, and practice require that a health appraisal for each offender, excluding intrasystem transfers, is completed within 14 days after arrival at the facility. If there is 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. The health appraisal includes the following:

- review of the earlier receiving screening data
- collection of additional data to complete the medical, dental, mental health, and immunization histories
- laboratory and/or diagnostic tests to detect communicable disease, including venereal disease and tuberculosis
- recording of height, weight, pulse, blood pressure, and temperature
- other tests and examinations, as appropriate
- medical examination, including review of mental and dental status
- review of the results of the medical examination, tests, and identification of problems by a physician or other qualified health-care personnel, if authorized in the medical practice act
- initiation of therapy when appropriate
- development and implementation of treatment plan, including recommendations concerning housing, job assignment, and program participation

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*Comment:*

Test results, particularly for communicable diseases, should be received and evaluated before an offender is assigned to housing in the general population. Information regarding an offender'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 on all new offenders by mental health staff should be completed within 30 days of admission.

**1-ABC-4E-24** Written policy, procedure, and practice for the collection and recording of health appraisal data require the following:

1. The process is completed in a uniform manner as determined by the health authority.
2. Health history and vital signs are collected by health-trained or qualified health personnel.
3. Collection of all other health appraisal data is performed only by qualified health personnel.

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*Comment:*

None.



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## Dental Screening and Examination

**1-ABC-4E-25** Written policy, procedure, and practice require that routine and emergency dental care is provided to each offender under the direction and supervision of a dentist having appropriate state or federal licensure. The individual treatment plan includes the following:

- dental screening, unless completed within the last six months, conducted on initial intake with instruction on dental hygiene
- dental examinations within three months, supported by x-rays, if necessary, based on information from intake screening
- a defined charting system that identifies the oral health condition and specifies the priorities of treatment by category
- consultation with referral to recognized specialists in dentistry

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*Comment:*

The dental examination should include taking or reviewing the offender's dental history and a full examination of hard and soft tissue of the oral cavity; x-rays for diagnostic purposes should be available, if deemed necessary. The examination results should be recorded on a uniform dental record using a number system. Dentists who are licensed in other jurisdictions may practice in the facility provided their licenses are verified by the jurisdiction hiring them.

## Periodic Examinations

**1-ABC-4E-26** Written policy, procedure, and practice designate the conditions for periodic health examinations for offenders.

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*Comment:*

All offenders should receive thorough physical examinations at least every two years; and offenders age 50 or above, at least annually. All offenders should be examined prior to release to protect both the offender and the public.

## Mental Health Referrals

**1-ABC-4E-27** Written policy, procedure, and practice, approved by the health authority, provide for comprehensive individual evaluation by a multidisciplinary mental health team for specially referred offenders. The evaluation is completed within 14 days after the date of referral and includes at least the following:

- review of mental health screening and appraisal data
- direct observations of behavior
- collection and review of additional data from individual diagnostic interviews and tests assessing personality, intellect, and coping abilities
- compilation of the individual's mental health history
- development of an overall treatment/management plan with appropriate referral

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*Comment:*

Comprehensive individual psychological evaluations should be performed when there is a reasonable expectation that such evaluation will serve a therapeutic or dispositional function useful to the overall interests of the offender. Written reports describing the results of the assessment should be prepared; and all information should be appropriately filed.

## Emergency Care

### 1-ABC-4E-28 Mandatory

Written policy, procedure, and practice provide for 24-hour emergency medical, dental, and mental health care availability as outlined in a written plan. The plan includes arrangements for the following:

- on-site emergency first aid and crisis intervention
- emergency evacuation of the offender from the facility
- use of an emergency medical vehicle
- use of one or more designated hospital emergency rooms or other appropriate health facilities
- emergency on-call physician, dentist, and mental health professional services when the emergency health facility is not located in a nearby community
- security procedures providing for the immediate transfer of offenders when appropriate

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*Comment:*

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

### 1-ABC-4E-29 Mandatory

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

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

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*Comment:*

The required CPR certification must be current at the time of the audit and consistent with jurisdictional statutes for certification. The preferred minimum CPR course covers mouth-to-mouth breathing, one-rescuer and two-rescuer CPR, care for conscious or unconscious choking victims, and respiratory emergencies.

## First Aid

### 1-ABC-4E-30

First aid kits are available in designated areas of the facility based on need.

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*Comment:*

The availability and placement of first aid kits are determined by the designated health authority in conjunction with the facility administrator. The health authority approves the contents, number, location, and procedures for monthly inspections of the kit(s) and develops written procedures for the use of the kits by nonmedical staff.

**Sick Call****1-ABC-4E-31**

Written policy, procedure, and practice require that sick call is conducted by a physician and/or other qualified personnel and is available to all offenders. Sick call is held according to the following schedule:

- facilities with fewer than 100 offenders—one day per week at a minimum
- facilities with 100 to 300 offenders—three days per week at a minimum
- facilities with more than 300 offenders—four days per week at a minimum

If an offender's custody status precludes attendance at sick call, arrangements are made to provide sick call services in the place of the offender's detention.

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*Comment:*

Sick call is designed as the system through which an offender reports and receives individualized and appropriate medical services for nonemergency illness or injury.

**Infirmary Care****1-ABC-4E-32**

Written policy, procedure, and practice provide for infirmary care that includes the following:

- definition of the scope of infirmary care services available
- a physician on call 24 hours per day
- nursing services under the direction of a physician's assistant or a registered nurse on a full-time basis
- health-care personnel on duty 24 hours per day
- all offenders/patients within sight or sound of a staff member
- a manual of nursing care procedures
- a separate and complete medical record for each offender
- compliance with applicable state statutes and local licensing requirements

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*Comment:*

A facility infirmary is defined as an area within the facility that maintains and operates organized bed care and services for offenders formally admitted for a period of 24 hours or more, and operated for the express or implied purpose of providing skilled nursing care for persons not in need of hospitalization. The responsibility for this care should be assigned to one physician, who may be employed either part time or full time depending on the size of the facility. Provision of infirmary services may be met through arrangements to provide hospital care outside the facility.

### Individual Treatment Plans

**1-ABC-4E-33**      **Written policy, procedure, and practice provide for a special health program for offenders requiring close medical supervision. A written, individual treatment plan, which includes directions to health care and other personnel regarding their roles in the care and supervision of the patient, is developed for each such offender by the appropriate physician, dentist, or qualified mental health practitioner.**

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*Comment:*

Medical conditions requiring close medical supervision include: seizure disorders, potential suicide, chemical dependency, and psychosis.

### Use of Specialists

**1-ABC-4E-34**      **Arrangements are made with health-care specialists in advance of need.**

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*Comment:*

An offender's illness may require the services of a specialist at any time; therefore, arrangements should be made with appropriate consultants in advance of need.

### Chronic and Convalescent Care

**1-ABC-4E-35**      **Written policy, procedure, and practice make available chronic and convalescent care to offenders of the facility.**

---

*Comment:*

Chronic care is medical service rendered over a long period of time; convalescent care is medical service rendered to assist a patient in the recovery from illness or injury.

### Prostheses and Orthodontic Devices

**1-ABC-4E-36**      **Written policy, procedure, and practice require that medical and dental prostheses and orthodontic devices are provided when the health of the offender would otherwise be adversely affected, as determined by the responsible physician or dentist.**

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*Comment:*

None.

### Elective Surgery

**1-ABC-4E-37**      **Written policy, procedure, and practice govern the use of elective surgery.**

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*Comment:*

Health-care staff should have a procedure for decisions on elective surgery needed to correct a substantial functional deficit or if an existing pathological process threatens the well-being of the offender over a period of time; cosmetic surgery should not be done unless there are important considerations or a possible serious psychological impact.

**Transfers for Needed Care**

**1-ABC-4E-38**      **Written policy, procedure, and practice require that patients who need health care beyond the resources available in the facility, as determined by the responsible physician, are transferred under appropriate security provisions to a facility where such care is available.**

---

*Comment:*

Treatment of an offender's health problem should not be limited by the resources and services available within the facility. Health-care staff should cooperate with security personnel in determining conditions of transportation and necessary security precautions when an offender needs to be transported to another facility or clinic.

**1-ABC-4E-39**      **Written policy, procedure, and practice provide that prior to transfer to another facility or other substantial travel, either the offenders or their records are evaluated by health-care personnel to assess the offender's suitability for travel.**

When travel is approved, pertinent data (including medication, behavior management procedures, and other treatment or special requirements for observation and care during travel) are documented in a manner readily accessible to and easily understood by transportation staff or others who may be called upon to attend offenders during travel and on reception at the receiving facility. Medications or other special treatment required enroute, along with specific written instructions for administration, are furnished to transportation staff.

---

*Comment:*

Full health coverage should be provided for all offender transfers. Although the emphasis during transportation must be on security, the medical, dental, and mental health aspects should not be overlooked.

**Use of Restraints**

**1-ABC-4E-40**      **Written policy, procedure, and practice govern the use of restraints for medical and psychiatric purposes. At a minimum, the policy will address the following:**

- **conditions under which restraints may be used**
- **types of restraints to be applied for specific conditions**
- **identification of person or persons who may authorize the use of restraints**
- **monitoring procedures for offenders in restraints**

---

*Comment:*

Where restraints are part of a health-care treatment regimen, the restraints used should be those that would be appropriate for the general public within the jurisdiction. Written policy should identify the authorization needed and when, where, how, and the length of time restraints may be used.

### Specialized Programs

**1-ABC-4E-41**      **Written policy, procedure, and practice provide that a program of health education is provided to offenders of the facility.**

---

*Comment:*

Health education includes information on medical services and immunizations; personal hygiene, dental hygiene, nutrition, venereal disease, tuberculosis, and other communicable diseases, including HIV and AIDS; effects of smoking; self-examination for breast cancer; substance abuse; dangers of self-medication; hypertension detection; family planning, including appropriate services and referrals; physical fitness; and self-care for chronic diseases and/or disabilities.

### Suicide Prevention and Intervention

**1-ABC-4E-42**      **There is a written suicide prevention and intervention program that is**  
**Mandatory**      **reviewed and approved by a qualified medical or mental health professional. All staff with offender supervision responsibilities are trained in the implementation of the program.**

---

*Comment:*

The program should include specific procedures for intake screening, identification, and supervision of suicide-prone offenders.

### Serious and Infectious Diseases

**1-ABC-4E-43**      **Written policy, procedure, and practice address the management of serious and infectious diseases. These policies and procedures are reviewed annually and updated as necessary.**

---

*Comment:*

Because of their serious nature, methods of transmission, and public sensitivity, infectious diseases such as tuberculosis, hepatitis-B, and AIDS (acquired immunodeficiency syndrome) require special attention. Agencies should work with the responsible health authority in establishing policy and procedure that include the following: an ongoing education program for staff and offenders; control, treatment, and prevention strategies, which may include screening and testing, special supervision, and/or special housing arrangements, as appropriate; protection of individual confidentiality; and media relations.

**1-ABC-4E-44**      **There are written policies and procedures that specify approved actions to be taken by employees concerning offenders who have been diagnosed with the HIV virus. This policy is reviewed annually and includes, at a minimum, the following:**

- **when and where offenders are to be tested**
- **appropriate safeguards for staff and offenders**
- **who shall conduct the tests**
- **when and under what conditions offenders are to be separated from the general population**
- **medical referrals required**
- **staff and offender training procedures**
- **issues of confidentiality**

---

*Comment:*

None.

**1-ABC-4E-45**      **Written policy, procedure, and practice provide for medical examination of any employee or offender suspected of having a communicable disease.**

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*Comment:*

Examination results must be made available quickly to ensure prompt and proper treatment.

### **Detoxification**

**1-ABC-4E-46**      **Written policy, procedure, and practice require that gradual detoxification from alcohol, opiates, hypnotics, other stimulants, and sedative hypnotic drugs is conducted under medical supervision when performed at the facility or is conducted in a hospital or community detoxification center.**

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*Comment:*

Detoxification of patients who may pose a special risk (e.g., psychotics, seizure-prone offenders, pregnant offenders, juveniles, geriatrics) requires special attention.

### **Management of Chemical Dependency**

**1-ABC-4E-47**      **Written policy, procedure, and practice guide the clinical management of chemically dependent offenders and include the following requirements:**

- **diagnosis of chemical dependency by a physician**
- **determination by a physician as to whether an individual requires nonpharmacologically or pharmacologically supported care**
- **individualized treatment plans developed and implemented by a multidisciplinary team**
- **referrals to specified community resources upon release, when appropriate**

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*Comment:*

Treatment should be determined on an individual basis, and existing community resources should be used whenever possible.

### **Informed Consent**

**1-ABC-4E-48**      **Written policy, procedure, and practice provide that all informed consent standards in the jurisdiction are observed and documented for offender care. When health care is rendered against the patient's will, it is in accordance with state and federal laws and regulations.**

---

*Comment:*

The facility's policy regarding informed consent should be developed based on the written opinion of knowledgeable, legal counsel. The policy should take into account informed versus implied consent.

### Offender Participation in Research

**1-ABC-4E-49  
Mandatory**

**Written policy prohibits the use of offenders for medical, pharmaceutical, or cosmetic experiments. This policy does not preclude the individual treatment of an offender based on his or her need for a specific medical procedure that is not generally available.**

---

*Comment:*

A person confined in a facility is incapable of volunteering as a human subject without hope of reward and cannot do so based on fully informed consent. Therefore, offenders should not participate in experimental projects involving medical, pharmaceutical, or cosmetic research, including aversive conditioning, psychosurgery, electrical stimulation of the brain, and the application of cosmetic substances to the body that are being tested for possible ill effects prior to sale to the general public. This does not preclude individual treatment of an offender 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 offender and is not part of a general program of medical experimentation involving payment to offenders for submission to treatment.

### Notification of Designated Individuals

**1-ABC-4E-50**

**Written policy, procedure, and practice specify and govern the process by which the individuals designated by the offender are notified in case of serious illness or injury. If possible, permission for notification is obtained from the offender prior to need.**

---

*Comment:*

The persons to be notified should be designated in writing as part of the facility's admissions procedures. Whenever possible, the facility should obtain the offender's consent prior to notifying any designated individuals.

### Offender Death

**1-ABC-4E-51**

**Written policy, procedure, and practice specify and govern the actions to be taken in the event of an offender's death.**

---

*Comment:*

The medical examiner or coroner should be notified immediately of the offender's death. A postmortem examination should be performed if the cause of death is unknown, if the death occurred under suspicious circumstances, or if the offender was not under current medical care.



**Health Record Files****1-ABC-4E-52****The health record file contains the following:**

- 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 documenter
- consent and refusal forms
- release of information forms
- place, date, and time of health encounters
- health service reports, e.g., dental, mental health, and consultations
- treatment plan, including nursing care plan
- progress reports
- discharge summary of hospitalization and other termination summaries

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

---

*Comment:*

All findings, including notations concerning mental health, dental, and consultative services, should be recorded at the time of service delivery or no later than 14 days from the time of discharge or termination of treatment. The receiving screening form should become a part of the record at the time of the first health encounter.

**1-ABC-4E-53****Written policy, procedure, and practice uphold the principle of confidentiality of the health record and support the following requirements:**

- the active health record is maintained separately from the confinement case record
- access to the health record is controlled by the health authority
- the health authority shares with the facility administrator information regarding an offender's medical management, security, and ability to participate in programs

---

*Comment:*

The principle of confidentiality protects offender patients from disclosure of confidences entrusted to a physician or other health-care provider during the course of treatment.

**Transferred and Inactive Records**

**1-ABC-4E-54**      **Written policy, procedure, and practice regarding the transfer of health records require the following:**

- **Summaries, originals, or copies of the health record accompany the offender to the facility to which he or she is being transferred**
- **Health record information also is transmitted to specific and designated physicians or medical facilities in the community upon the written authorization of the offender**

---

*Comment:*

Transfer of health records ensures continuity of care and avoids duplication of tests and examinations.

**1-ABC-4E-55**      **Written policy, procedure, and practice require that inactive health record files are retained as permanent records in compliance with the legal requirements of the jurisdiction.**

---

*Comment:*

Inactive health records must conform with legal requirements for record retention whether they are maintained separately or with confinement records.

## Section F Social Services

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

- Objectives:**
- to provide individual and family counseling, family planning, and parent education
  - to provide progress release planning for offenders with drug and alcohol addictions

### Scope of Services

**1-ABC-4F-01**      **Written policy, procedure, and practice provide for a social services program that makes available a range of resources appropriate to the program needs of offenders, including: individual, group, and family counseling; drug and alcohol treatment; HIV and AIDS education; and special offender treatment.**

---

*Comment:*

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

**1-ABC-4F-02**      **Written policy, procedure, and practice provide that facility staff identify at least annually the needs of the offender population to ensure that the necessary programs and services are available, including programs and services to meet the needs of offenders with specific types of problems.**

---

*Comment:*

The review should include an evaluation of academic, vocational, religious, and leisure-time programs and services.

**1-ABC-4F-03**      **Written policy, procedure, and practice provide that community social service resources are used to augment social services provided in the facility.**

---

*Comment:*

None.

### Program Coordination and Supervision

**1-ABC-4F-04**      **Written policy, procedure, and practice provide that the social services program is administered and supervised by a qualified, trained person with a minimum of a bachelor's degree in the social or behavioral sciences or a related field.**

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*Comment:*

The social services program supervisor should have an undergraduate degree in the social or behavioral sciences, such as psychology, social work, or counseling, in order to handle the administrative and programming responsibilities. A graduate degree may be an appropriate requirement for this position.

**Counseling**

**1-ABC-4F-05**      **A planned, organized counseling program is provided by persons qualified by either formal education or training.**

---

*Comment:*

Employees assigned to full-time counselor positions should have sufficient training and experience to provide effective guidance to offenders. These full-time employees should work solely in the social service, social work, and counseling specialties and do not include correctional officers and other staff who work closely with offenders and may provide informal counseling.

**1-ABC-4F-06**      **Written policy, procedure, and practice provide for a minimum of one social service staff person for every 100 offenders.**

---

*Comment:*

While not intended to set an offender-to-staff caseload requirement, overall staff needs must be based on the total number of offenders in the facility. Other factors to be considered in determining the workloads of counselors, social workers, and other professional social service staff include, but are not limited to, the following: type of offender population served, type of facility, legal requirements and goals to be accomplished, and administrative tasks required. The facility's use of a "team" approach and use of paraprofessionals, volunteers, and students may also influence the number of professional social service personnel required.

**1-ABC-4F-07**      **Written policy, procedure, and practice provide that staff are available to counsel offenders upon request; provision is made for counseling and crisis intervention services.**

---

*Comment:*

Staff members should make time available on a regularly scheduled basis for appointments with offenders who request them. Treatment offerings should include group therapy and group and individual counseling. Because offenders may have problems that require immediate attention, at least one staff member should be available 24 hours a day. Crisis intervention services should be available on an as needed basis to assist disturbed offenders.

**Substance Abuse Program**

**1-ABC-4F-08**      **Written policy, procedure, and practice provide for substance abuse programs for offenders with drug and alcohol addiction problems.**

---

*Comment:*

These programs should include the following: staff trained in drug and alcohol treatment to design and supervise the program, selection and training of former addicts and recovered alcoholics to serve as employees or volunteers in these programs, coordination with community substance abuse programs, efforts to motivate addicts to seek help, realistic goals for the rehabilitation of offenders with substance abuse problems, and a variety of approaches to provide flexibility to meet the varying needs of different addicts.

**1-ABC-4F-09** Where a drug treatment program exists, written policy, procedure, and practice provide that the alcohol and drug abuse treatment program has a written treatment philosophy within the context of the total correctional system, as well as goals and measurable objectives. These documents are reviewed at least annually and updated as needed.

---

*Comment:*

None.

**1-ABC-4F-10** Where a drug treatment program exists, written policy, procedure, and practice provide for an appropriate range of primary treatment services for alcohol and other drug abusing offenders that include, at a minimum, the following:

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

---

*Comment:*

None.

**1-ABC-4F-11** Where a drug treatment program exists, written policy, procedure, and practice provide that the facility uses a coordinated staff approach to deliver treatment services. This approach to service delivery shall be documented in treatment planning conferences and individual treatment files.

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*Comment:*

None.

**1-ABC-4F-12** Where a drug treatment program exists, written policy, procedure, and practice provide incentives for targeted treatment programs to increase and maintain the offender's motivation for treatment.

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*Comment:*

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

## Section G Release

**Goal:** To ensure a structured program to help offenders make a satisfactory transition into the community upon their release

- Objectives:**
- to establish comprehensive release and aftercare planning
  - to facilitate reintegration into the community
  - to establish relapse prevention through linkages with other service providers

### Release Preparation

**1-ABC-4G-01**      **Written policy, procedure, and practice provide for staff assistance in helping offenders develop lifestyles, attitudes, and goals to enable them to successfully reintegrate into the community.**

---

*Comment:*

Transition back into the community is difficult for most offenders. Lack of lifeskills in seeking employment and taking care of themselves are some of the issues that impede a productive life for many. While at the boot camp, emphasis should be placed on skills development for offenders based on their needs.

**1-ABC-4G-02**      **Written policy, procedure, and practice provide a need-specific and integrated aftercare service program to enable the offender's reintegration into the community. This program includes, at a minimum, the following:**

- individual service plan
- educational/vocational plans
- employment counseling and resources
- substance abuse treatment programs
- medical care
- housing availability
- lifeskills information
- relapse prevention
- parole conditions
- legal requirements

---

*Comment:*

Successful reintegration into the community requires a sound aftercare program. Prerelease plans should be developed at the initial phase of individual assessment and treatment planning. Offenders should be familiar with their release plans and work toward these plans during their incarceration. The boot camp program should be able to provide assistance either directly or by referral to individuals or groups who can help offenders locate appropriate housing, community resources, employment, etc. In order for offenders to be aware of available sources, it is incumbent upon the boot camp program to periodically survey community agencies that serve offenders and to maintain and distribute to all staff an inventory of those agencies currently operating.

**1-ABC-4G-03**      **Written policy, procedure, and practice include graduated release through a systematic decrease in supervision and corresponding increase in offender responsibility as part of the classification program.**

*Comment:*

When possible, provision should be made for work or study release, extended visits to family and community, or placement in a prerelease center or halfway house. Supervision should be decreased systematically, and the offender's progress should be evaluated on the basis of specified behavioral criteria rather than on sentence, time served, or subjective judgments regarding attitude.

**1-ABC-4G-04**      **Where statutes permit, written policy, procedure, and practice allow for offenders' participation in employment, restitution, or school release programs.**

*Comment:*

Work or school release permits offenders to leave the boot camp program during the day to engage in employment or in an acceptable educational or training program in the community. However, if an offender successfully participates in such a program, the offender's status should be reviewed by the court, and, unless justification can be shown, he/she should be transferred to a nonsecure community program.

### **Escorted Leaves**

**1-ABC-4G-05**      **Written policy, procedure, and practice provide for and govern escorted and unescorted or day leaves into the community.**

*Comment:*

There should be provision to escort offenders into the community for needed medical and dental care, to visit ill family members, or to attend funerals, and to participate in community affairs and/or events that would have a positive influence on the offender. Unescorted or day leaves should be extended for a variety of reasons related to the offender's planned return to the community and should be consistent with public safety.

### **Victim Notification**

**1-ABC-4G-06**      **Written policy, procedure, and practice provide that, consistent with the laws of the jurisdiction, there is a system for providing notification to the registered victim(s) of a crime prior to any release from confinement of the offender and/or escape from custody. Follow-up notification to victim(s) occurs when escapees are returned to custody.**

*Comment:*

An increasing number of jurisdictions are requiring the notification to the registered victim(s) of criminal act(s) prior to release of the person(s) convicted of the crime. When such legislation exists, the agency should provide the staff with a clear set of instructions to implement the legislation.

**Final Release**

**1-ABC-4G-07**      **The criteria that are employed by the releasing authority in making decisions are available in written form and are specific enough to permit consistent application to individual cases.**

---

*Comment:*

The fair application of discretion requires that a releasing authority articulates the basis of decision-making judgments. Such an expression is necessary for the equitable operation of the field supervision system and for the understanding of the public and the offender. Vague statements or pleas for total individualization in decision making are not sufficient. Criteria development is a difficult but central responsibility of the releasing authority and others who share the responsibility for the offender.

**1-ABC-4G-08**      **Offenders are scheduled automatically for hearing and review by the releasing authority or designated agent when they are first legally eligible for release consideration or on completion of prescribed programs, in order to set a tentative release date.**

---

*Comment:*

It is essential that an offender be seen by a releasing authority representative relatively soon after the offender is received in a boot camp program, or as soon as the offender is first eligible for release consideration. At this time, the authority should explain to the offender the criteria for release. Offenders, program personnel, and field staff should have a clear idea of the authority's view of the case as soon as possible to determine the factors that the authority sees as important to releasing the offender.

**1-ABC-4G-09**      **Offenders are given the reasons for deferral of release in writing, and the decision is recorded in the case record.**

---

*Comment:*

In general, there is an expectation that a tentative release date once fixed will be observed unless sound reasons to the contrary are evidenced. From time to time, sufficient information will come to an authority's attention to require it to defer a date. In such a case, the authority makes a record of the specific reasons for the deferral of release and fixes a definite time for the next review of the case. The aim is to keep a clear release date, known to offenders and corrections officials, and to articulate the reasons for various actions taken by the releasing authority. Temporary delays may be required because of circumstances surrounding a specific release plan or situation. These delays should be quite brief (no more than a few days) and controlled by authority policy and appropriate administrative review.

**1-ABC-4G-10**      **Written policy, procedure, and practice state that offenders can be released earlier than initially anticipated, according to law and in conformity with the authority's previously established and written criteria.**

---

*Comment:*

It is essential that a releasing authority establish criteria that may be used to advance the release date of an offender. For example, the behavior of the offender in a community program, particularly meritorious efforts while in the boot camp program, or a mutually agreed on program contract may be among the conditions that a release authority might establish as legitimate criteria for advancing a release date.



**1-ABC-4G-11**      **The releasing authority has available in writing information about an offender's prior history, the offender's current situation, events in the case since any previous hearings, the offender's future plans, and relevant conditions in the community.**

---

*Comment:*

The degree to which a release hearing is effective will be determined in large measure by the quality and accuracy of the information that is available to the person hearing the case.

**1-ABC-4G-12**      **Materials in the case files are clearly identified as to source, verification, and confidentiality.**

---

*Comment:*

The degree to which a release hearing is effective will be determined in large measure by the accuracy of the material. One key to that assessment is knowing that the material has been verified and the nature of that verification. It is, therefore, imperative that all relevant materials in case files be labeled as to the extent and method of verification and the confidentiality of the file material.

**1-ABC-4G-13**      **Offenders have access to the information that release decisions are based on, except information that, in accordance with the authority's written policy, is specifically classified as confidential.**

---

*Comment:*

None.

**1-ABC-4G-14**      **The releasing authority does not accept the presence of a detainer as an automatic deterrent to release. The authority pursues the basis of any such detainer and releases the offender to detainers when appropriate.**

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*Comment:*

Detainers represent an outstanding charge that may or may not be ruled upon and should not automatically constitute a bar to release to an aftercare program or other approved placement. Staff should, as a matter of practice, trace detainers to determine their basis and probability of service. When appropriate, the releasing authority should release offenders to detainers.

1-ABC-4G-15

Written policy, procedure, and practice provide for a process for releasing offenders at the end of their term that includes, but is not limited to, the following:

- verification of identity
- verification of release papers
- completion of release arrangements, including notification of the parole authorities in the jurisdiction of release, if required
- return of personal effects or contraband
- check to see that no boot camp program property leaves the program
- arrangements for completion of any pending action, such as grievances or claims for damages or lost possessions
- medical screening and arrangements for community follow-up where needed
- instructions on forwarding of mail

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*Comment:*

The release process should ensure that all matters relating to the boot camp program are completed. If released to another agency or program, everyone involved should understand what is to occur with respect to timing, expectations, forwarding of records, and responsibility for completing the transfer.

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## Part Five Offender Programs

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### Section A Offender Work Program

**Goal:** To have a written body of policy and procedure that governs the facility's work program for offenders

- Objectives:**
- to provide offenders with the opportunity to work
  - to develop offenders' self-esteem and work ethic

#### Offender Work Plan

**1-ABC-5A-01**      The facility maintains a written plan for full-time work and/or program assignments for all offenders in the general population.

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*Comment:*

The plan should provide for employment for all eligible offenders although every offender may not be actively involved in the plan all of the time.

**1-ABC-5A-02**      Written policy, procedure, and practice require that all able-bodied offenders work unless assigned to an approved education or training program.

---

*Comment:*

All able-bodied offenders are expected to participate in work assignments, adult basic education programs, and programs ordered by the sentencing court or paroling authority, or required by statute. Failure to participate in programs may result in administrative action.

**1-ABC-5A-03**      The offender work plan provides for employment for offenders with disabilities.

---

*Comment:*

None.

#### Work Opportunities

**1-ABC-5A-04**      The facility provides a variety of work assignments that afford offenders an opportunity to learn job skills and develop good work habits and attitudes that they can apply to jobs after they are released.

---

*Comment:*

Whenever possible, offenders should gain work experience relevant to the current job market; assignments for female offenders should expand beyond the traditional tasks assigned to women.

**1-ABC-5A-05**      **Written policy, procedure, and practice provide that the staff operating offender work programs use the advice and assistance of labor, business, and industrial organizations to assist in providing skills relevant to the job market.**

---

*Comment:*

The facility should actively pursue cooperation from labor and industry to help plan and evaluate its work programs and assist in work release, job training, and job placement. The establishment of advisory boards or joint councils should be considered.

### **Work, Health, and Safety Standards**

**1-ABC-5A-06**      **Written policy, procedure, and practice provide that all facility programs meet minimum applicable federal, state, or local work, health, and safety standards. There is documentation that the programs are inspected by federal, state, or local health and safety officials at least annually. The programs also are inspected weekly by qualified departmental staff and monthly by a safety officer.**

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*Comment:*

The annual inspection can be conducted by a central office or regional safety inspector or by local qualified safety officials. Weekly inspections must be conducted by the facility's safety officer; the duty officer may not conduct these inspections unless qualified to do so.

### **Offender Compensation**

**1-ABC-5A-07**      **Written policy, procedure, and practice require that offenders are compensated for work performed. Incentives, such as monetary compensation, special housing, extra privileges, and good time credits, should be distributed according to written guidelines.**

---

*Comment:*

Offenders should be compensated so that they can make purchases from the canteen and accumulate funds to assist them upon their release from incarceration.

## Section B Academic and Vocational Education

**Goal:** To have a written body of policy and procedure that governs the facility's academic and vocational education program

- Objectives:**
- to implement academic and vocational programs for offenders
  - to develop offenders' self-esteem

### Comprehensive Education Program

**1-ABC-5B-01**      **There is a written, standardized, competency-based curriculum supported by appropriate materials and classroom resources.**

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*Comment:*

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

**1-ABC-5B-02**      **Written policy, procedure, and practice provide for an educational program that is consistent with the needs of the offender population.**

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*Comment:*

None.

**1-ABC-5B-03**      **Vocational training programs are integrated with academic programs and are relevant to the vocational needs of offenders and to employment opportunities in the community.**

---

*Comment:*

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

**1-ABC-5B-04**      **Written policy, procedure, and practice provide for a vocational program that is consistent with the needs of the offender population.**

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*Comment:*

None.

**1-ABC-5B-05**      **The facility uses business, industry, and community resources in developing academic and vocational education programs for selected offenders.**

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*Comment:*

None.

### Certification and Evaluation

- 1-ABC-5B-06**      **Written policy, procedure, and practice provide that the academic and vocational education programs are recognized, certified, or licensed by the state department of education or other recognized agency having jurisdiction. Programs up to the completion of high school and/or the GED are available at no cost to offenders. Provision is made for formal recognition of specific educational accomplishments.**

---

*Comment:*

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

- 1-ABC-5B-07**      **Written policy, procedure, and practice provide for a system whereby the academic 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.**

---

*Comment:*

Such assessment ensures the facility's academic and vocational training programs are accepted by licensing boards and trade associations, and helps indicate which programs should be expanded and which should be revised.

### Staffing Policies and Practices

- 1-ABC-5B-08**      **Written policy, procedure, and practice provide that all academic and education personnel are certified by a state department of education or other comparable authority.**

---

*Comment:*

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

- 1-ABC-5B-09**      **Written policy, procedure, and practice provide that academic and vocational personnel policies and practices are comparable to those in local jurisdictions or other appropriate jurisdictions.**

---

*Comment:*

Personnel practices should be similar to those of the public schools in the locality of the facility.

**Offender Assessment and Placement**

**1-ABC-5B-10**      **Written policy, procedure, and practice provide for a system of academic and vocational counseling as well as initial screening, assessment, and evaluation to determine offenders' educational needs.**

---

*Comment:*

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

**1-ABC-5B-11**      **Written policy, procedure, and practice provide that the educational program allows for flexible scheduling that permits offenders to enter at any time and to proceed at their own learning pace.**

---

*Comment:*

"Flexible scheduling" is open-entry, open-exit instruction, with emphasis on individualized instruction. If a program has no vacancies, offenders may be placed on a waiting list.

**Coordination with Other Programs and Services**

**1-ABC-5B-12**      **Written policy, procedure, and practice provide that comprehensive education programs are available to all eligible offenders at a time when the majority can take advantage of the programs.**

---

*Comment:*

Educational programs should not have to compete with work assignments, visitation, counseling, etc., but should be offered at off-peak program hours, in the evenings, and on weekends. Encouragement to participate should be provided by using a reward system and limiting barriers to attendance.

**1-ABC-5B-13**      **Written policy, procedure, and practice provide that the education program coordinates with other facility services to provide instruction in functional social skills.**

---

*Comment:*

Social skills include consumer activities, lifeskills, and parenting/family life. Courses should be coordinated with social services, leisure-time activities, and religious programs, as well as in a comprehensive social skills development program.

**1-ABC-5B-14**      **Written policy, procedure, and practice govern the maintenance and handling of educational/vocational records. Students' rights to privacy and confidentiality in accordance with state and federal law should be maintained.**

---

*Comment:*

Academic/vocational information should become a part of the master file and be transferred when offenders are moved to other facilities or relocated in the community during prerelease. Accurately maintained student files and records are part of staff accountability and are essential for program needs, assessments, and evaluations.

1-ABC-5B-15

**Written policy, procedure, and practice provide incentives for educational participation and formal recognition of specific educational accomplishments.**

---

*Comment:*

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



## Section C Recreation and Activities

**Goal:** To have a written body of policy and procedure that governs the facility's recreation and activity programs

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

### Comprehensive Recreational Program

**1-ABC-5C-01**      **Written policy, procedure, and practice provide for a recreational program that includes leisure-time activities and outdoor exercise.**

---

*Comment:*

Varied forms of recreation (e.g., activities in the yard, library, and auditorium) should be designed to consider offenders' recreational interests.

### Program Coordination and Supervision

**1-ABC-5C-02**      **Written policy, procedure, and practice provide that the recreation program is supervised by a qualified person who has a minimum of a bachelor's degree in recreation or leisure services or the equivalent in combined education and experience. In facilities with more than 100 offenders this position is full time.**

---

*Comment:*

To ensure a high-quality leisure services program, it is important to have an administrator with training specific to recreation and/or leisure activities. This position may be filled by a volunteer or contract personnel.

**1-ABC-5C-03**      **Written policy, procedure, and practice provide for the selection, training, and use of offenders as recreation program assistants.**

---

*Comment:*

None.

### Equipment and Facilities

**1-ABC-5C-04**      **Written policy, procedure, and practice provide that facilities and equipment suitable for the planned leisure activities are available in proportion to the offender population and are maintained in good condition.**

---

*Comment:*

None.

### Interaction with the Community

**1-ABC-5C-05**      **Written policy, procedure, and practice provide for interaction with the community through recreational activities.**

---

*Comment:*

Community interaction should include bringing in volunteers to provide instruction and inviting local teams to compete with facility teams; it may include taking offenders into the community for recreational activities.

### Offender Activities

**1-ABC-5C-06**      **Written policy, procedure, and practice provide for activities that are initiated by offenders and carried out under staff supervision.**

---

*Comment:*

Offender activities include offender publications, arts and crafts, honor housing, and ethnic study groups. All offender activities should be regulated by written guidelines that define the activity's purpose and scope. Provision should be made for staff supervision of all activities.

## Section D Mail, Telephone, and Visiting Services

**Goal: To have a written body of policy and procedure that governs the facility's mail, telephone, and visiting services**

- Objectives:**
- to implement a system for mail inspection
  - to provide a public phone for use by offenders
  - to promote interaction with family members by providing for routine and special visits

### Offender Correspondence

**1-ABC-5D-01**      **Written policy and procedure govern offender correspondence; the policies and procedures are reviewed annually and updated, as necessary.**

---

*Comment:*

All regulations concerning offender correspondence should be specified in writing and made available to staff members, offenders, and their correspondents.

**1-ABC-5D-02**      **Written policy, procedure, and practice provide that when the offender bears the mailing cost, there is no limit on the volume of letters the offender can send or receive or on the length, language, content, or source of mail or publications except when there is a reasonable belief that limitation is necessary to protect public safety or facility order and security.**

---

*Comment:*

The number of approved correspondents for an offender should be unlimited, and there should be no limit on the number of letters an offender may send or receive from approved correspondents. Limits may be placed on the use of mail for the conduct of an offender's business.

**1-ABC-5D-03**      **Written policy, procedure, and practice provide that indigent offenders, as defined in policy, receive a specified postage allowance to maintain community ties.**

---

*Comment:*

An offender without financial resources should be provided the means to send a reasonable number of letters per month. Community ties include: family, friends, etc., but not privileged communication to a .attorney, public officials, and courts.

### Access to Publications

**1-ABC-5D-04**      **Written policy, procedure, and practice govern offender access to publications.**

---

*Comment:*

Policy and procedure should define which publications are allowed in the facility and how they will be inspected. Restriction to access should be related directly to maintenance of facility order and security.

### Inspection of Letters and Packages

**1-ABC-5D-05**      **Written policy, procedure, and practice provide that offender mail, both incoming and outgoing, may be opened and inspected for contraband. Mail is read, censored, or rejected based on legitimate facility interests of order and security. Offenders are notified when incoming or outgoing letters are withheld in part or in full.**

---

*Comment:*

Case law has defined legal limits on censorship of mail. Offenders should be permitted uncensored correspondence as long as the correspondence poses no threat to the safety and security of the facility, public officials, or the general public and is not being used to further illegal activities. When offender mail is censored or rejected, the offender or author should be notified of the reasons for the action and have an opportunity to appeal that decision; such appeals should be referred to officials who did not participate in the original disapproval of the correspondence.

**1-ABC-5D-06**      **Written policy, procedure, and practice specify that offenders are permitted to send sealed letters to a specified class of persons and organizations, including, but not limited to, the following: courts, counsel, officials of the confining authority, state and local chief executive officers; administrators of grievance systems, and members of the paroling authority. Mail to offenders from this specified class of persons and organizations may be opened only to inspect for contraband and only in the presence of the offender, unless waived in writing.**

---

*Comment:*

None.

**1-ABC-5D-07**      **Written policy, procedure, and practice provide for the inspection of offender letters and packages to intercept cash, checks, and money orders.**

---

*Comment:*

Cash, checks, and money orders should be removed from incoming mail and credited to the offender's account. They should also be removed from outgoing mail and disposed of appropriately. Any interception should be documented, with receipts given to both the sender and the addressee.

**1-ABC-5D-08**      **Written policy, procedure, and practice govern inspection for and disposition of contraband.**

---

*Comment:*

The policies and procedures should specify what should be done with contraband, under what conditions receipts should be given the sender and addressee, how seizures can be challenged, and when matters should be referred for prosecution.

**1-ABC-5D-09**      **Written policy, procedure, and practice require that, excluding weekends and holidays, incoming and outgoing letters are held for no more than 24 hours and packages are held for no more than 48 hours.**

*Comment:*

Inspection for contraband in letters should take no longer than 24 hours to complete so that incoming letters should be distributed to offenders and outgoing letters sent to the post office within 24 hours of receipt. Similarly, inspection of packages should take no longer than 48 hours to complete. The standard does not prohibit the holding of mail for offenders who are temporarily absent from the facility (e.g., hospital, court).

**Forwarding of Mail**

**1-ABC-5D-10**      **Written policy, procedure, and practice provide for the forwarding of first-class letters and packages after an offender's transfer or release.**

*Comment:*

All first-class letters and packages should be forwarded, provided a forwarding address is available. If an address is not available, such letters and packages should be returned to the sender. Postal Service policy and procedure should be made available to offenders.

**Telephone**

**1-ABC-5D-11**      **Written policy, procedure, and practice provide for offender access to public telephones.**

*Comment:*

Offenders should have reasonable and equitable access to telephone facilities and be permitted a reasonable amount of privacy. Procedures should specify the hours during which the telephone is available, the maximum length of calls, and any limitation on calls. All long-distance calls should be made collect.

**Regular Visitation**

**1-ABC-5D-12**      **Written policy, procedure, and practice provide that the number of visitors an offender may receive and the length of visits may be limited only by the facility's schedule, space, and personnel constraints, or when there are substantial reasons to justify such limitations.**

*Comment:*

Offenders should not be denied access to visits with persons of their choice except when the facility administrator or designee can present clear and convincing evidence that such visitation jeopardizes the safety and security of the facility.

**1-ABC-5D-13**      **Written policy, procedure, and practice provide that offender visiting facilities permit informal communication.**

*Comment:*

The degree of informality of offender visiting facilities should be consistent with the facility's overall security requirements.

### Extended and Special Visits

**1-ABC-5D-14**      **Written policy, procedure, and practice govern special visits.**

---

*Comment:*

Special visits may include visits from persons who have come long distances, visits to hospitalized offenders, visits to offenders in disciplinary status, and visits between offenders and their attorneys, clergy, social service agency representatives, etc. Policy and procedure should specify the conditions of such visits.

### Visitors

**1-ABC-5D-15**      **Written policy, procedure, and practice provide that visitors register upon entry into the facility and specify the circumstances under which visitors may be searched.**

---

*Comment:*

Each visitor should register his or her name, address, and relation to the offender. Staff may search visitors and their belongings following written procedure.

**1-ABC-5D-16**      **Facility staff provide information to visitors regarding transportation to the facility and facilitate transportation between the facility and nearby public transit terminals.**

---

*Comment:*

Facilities situated considerable distances from public transit terminals should provide transportation for visitors, particularly when transportation costs are significant.

## Section E Library

**Goal:** To have a written body of policy and procedure that governs the facility's library services

- Objectives:**
- to acquire materials
  - to provide hours of availability and staffing
  - to promote the library's use by offenders

### Comprehensive Library Services

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

---

*Comment:*

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

### Program Coordination and Supervision

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

---

*Comment:*

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

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

---

*Comment:*

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

## Section F Religious Programs

**Goal:** To have a written body of policy and procedure that governs the facility's religious programs for offenders

- Objectives:**
- to provide the opportunity for offenders to practice the requirements of their faith
  - to provide access to religious community resources

### Program Coordination and Supervision

**1-ABC-5F-01**      **Written policy, procedure, and practice provide that there is a qualified chaplain(s) with minimum qualifications of (1) clinical pastoral education or equivalent specialized training and (2) endorsement by the appropriate religious certifying body. The chaplain assures equal status and protection for all religions.**

---

*Comment:*

None.

**1-ABC-5F-02**      **Written policy, procedure, and practice provide that in facilities with an average daily population of 500 or more offenders there is a full-time chaplain(s). In facilities with less than 500 offenders, adequate religious staffing is available.**

---

*Comment:*

None.

**1-ABC-5F-03**      **Written policy, procedure, and practice provide that the chaplain plans, directs, and coordinates all aspects of the religious program, including approval and training of both lay and clergy volunteers from faiths represented by the offender population.**

---

*Comment:*

The religious program should be designed to fulfill the facility's responsibility of ensuring that all offenders can voluntarily exercise their constitutional right to religious freedom.

**1-ABC-5F-04**      **Written policy, procedure, and practice provide that the chaplain has physical access to all areas of the facility to minister to offenders and staff.**

---

*Comment:*

None.



**1-ABC-5F-05**      **Written policy, procedure, and practice provide that the chaplain or designated religious staff develops and maintains close relationships with community religious resources.**

*Comment:*

Community resources can help augment the delivery of appropriate religious services on special holidays or as needed to meet the requirements of the diversity of religious faiths among offenders.

**Opportunity to Practice One's Faith**

**1-ABC-5F-06**      **Written policy, procedure, and practice provide that offenders have the opportunity to participate in practices of their religious faith that are deemed essential by the faith's judicatory, limited only by documentation showing a threat to the safety of persons involved in such activity or that the activity itself disrupts order in the facility.**

*Comment:*

Religious practices include, but are not limited to: access to religious publications, religious symbols, congregate worship/religious services in appropriate space, individual and group counseling, religious study classes, and adherence to dietary requirements. Offenders in administrative segregation are allowed to participate in such religious practices subject to the same limitations stated in the standard.

In determining what constitutes legitimate religious practices, the facility administrator or designee should consider whether there is a body of literature stating religious principles that support the practices and whether the practices are recognized by a group of persons who share common ethical, moral, or intellectual views.

**1-ABC-5F-07**      **Written policy, procedure, and practice provide that representatives of all faith groups are available to all offenders.**

*Comment:*

None.

**1-ABC-5F-08**      **Written policy, procedure, and practice provide that when a religious leader of an offender's faith is not represented through the chaplaincy staff or volunteers, the chaplain assists the offender in contacting a person who has the appropriate credentials from the faith's judicatory. That person ministers to the offender under the supervision of the chaplain.**

*Comment:*

The religious leader can visit at designated regular times, with provision for emergency visits.

### Religious Facilities and Equipment

**1-ABC-5F-09**      **Written policy, procedure, and practice require that the facility provides space and equipment adequate for the conduct and administration of religious programs. The facility makes available nonoffender clerical staff for confidential material.**

---

*Comment:*

Sufficient space should be available for congregate worship/religious services, individual counseling, group counseling and/or religious studies, and chaplaincy offices. Equipment, office supplies, and secretarial help should be adequate to meet the needs of the religious program. Volunteers are acceptable as clerical support staff.

**1-ABC-5F-10**      **Written policy, procedure, and practice provide that the chaplain, in cooperation with the facility administrator or designee, develops and maintains communications with faith communities and approves donations of equipment or materials for use in religious programs.**

---

*Comment:*

Approval of donations helps ensure that equipment and materials are available for approved religious practices and helps avoid the accumulation of duplicate or inappropriate materials.

## Appendix A Guidelines for Institution Security Levels

The following descriptions illustrate the number and types of barriers that separate inmates from the community. These guidelines are designed for illustrative purposes. Segments may be interchanged to compensate for strengths or weaknesses in other segments. Some agencies and systems use more or less than three levels of security. For those systems, these guidelines can be adjusted.

SECURITY ELEMENTS	SECURITY LEVELS		
	I (Minimum)	II (Medium)	III (Maximum)
Housing	Dormitories, cubicles, or rooms	Rooms and/or multiple occupancy cells and/or dormitories	Single cells, very secure, with heavy-duty hardware
Perimeter Security	None, or single fence; occasional patrol	Double fence; electric alarm system; patrol of perimeter or towers	A combination of double fence, wall, towers, and/or constant armed perimeter surveillance; and/or an electronic alarm system
Internal Security Measures	Inmate census taken at least three times daily	Inmate movement is controlled by pass system. Formal census is taken at least four times daily, plus frequent informal census.	Formal census is taken at least five times daily. Capability to quickly separate the inmates into smaller groups. Inmates are directly supervised and/or escorted when outside cellhouse or living area.

## Classification Guidelines

The following descriptions illustrate behavior characteristics typical of inmate custody levels.

### Typical Behavior Patterns\* for Various Levels of Custody for Inmates in a Correctional Facility

TYPICAL BEHAVIOR PATTERN	CUSTODY LEVELS		
	I (Minimum)	II (Medium)	III (Maximum)
Risk of Escape	No history of escape or escape attempts from secure or nonsecure settings (within past five years). Length of sentence is three years or less to projected release date.	No escape history (including flight from custody) during past seven years. No history of escape attempts from a secure setting (within past five years). Length of sentence is five years or less to projected release date.	Conduct that indicates high probability of escape attempts. History of escape or escape attempts from secure setting during the past ten years. Length of sentence is ten years or more to projected release date.
Behavior	No history of violent behavior (within past five years). No pattern of threats or violence.	No history of institution violence involving weapons or serious injury (within past five years). No history of assault on staff (within past five years). No pattern of serious institutional misconduct. No active participation in prison gangs.	Recent history of violent crimes and/or violent institutional conduct within past five years. Active membership in gangs/groups advocating violence. Serious assault on staff.

\*These characteristics are used only as guidelines; decisions should also be based on evaluations by the classification committee (including mental health and security staff) to determine the proper custody level assignment. Inmates may also be assigned increased or decreased levels of custody based on behavior during incarceration or extenuating circumstances relating to the behavior pattern.

### Definition of Direct Supervision

- Correctional officers are not separated by a barrier that prohibits visual and audio interactions with the inmates.
- Officers work directly in housing units and provide frequent, nonscheduled observation of and personal interaction with the inmates.

## Appendix B

### Definition of "Qualified Individual" for Safety and Sanitation Inspections

Several standards refer to documentation and inspections by "qualified individuals." (For example, Building and Safety Codes, Safety and Emergency Procedures, Food Service, and Sanitation and Hygiene standards.) Such persons may also be referred to as "independent, qualified source," "qualified departmental staff member," "qualified designee," or "qualified fire and safety officer."

A "qualified individual" is a person whose training, education, and/or experience specifically qualifies him or her to do the job indicated in the standard.

#### I. General Requirements

When a standard calls for inspections, the individual conducting them needs to be trained in the application of appropriate codes and regulations. Standards do not specify the number of hours of training required, as this is determined in part by the tasks assigned. At a minimum, though, the qualified individual must (1) be familiar with the applicable codes and regulations and their requirements; (2) be able to use the appropriate instruments for measuring and documenting code compliance; (3) be able to complete checklists and prepare the necessary reports; and (4) have the authority to make corrections when deficiencies are found.

Training is often obtained from code officials or inspectors (fire marshals, building officials); government agencies that have statutory authority for inspections in a particular area (health department, labor department); or private organizations, such as the National Fire Protection Association. Often the individual obtains written certification or approval from these authorities to conduct in-house inspections. When trained and certified by the above sources to do so, a central office specialist may train and assist facility staff to conduct inspections.

#### II. Specific Requirements

##### A. Authority Having Jurisdiction

The term "authority having jurisdiction" is defined as follows:

The authority having jurisdiction must be knowledgeable about the requirements of the National Fire Protection *Life Safety Code*. The authority having jurisdiction may be a federal, state, local, or other regional department or individual, such as the fire chief, fire marshal, chief of a fire prevention bureau, labor department, health department, building official, electrical inspector, or others with statutory authority. The authority having jurisdiction may be employed by the department/agency, provided that he or she is not under the authority of the facility administrator and that the report generated is referred to higher authorities within the department/agency independent of influence by the facility administrator or staff. This rule applies no matter who generates the report.

The definition also applies to the terms "independent, qualified source" and "independent, outside source."

##### B. Inspections

Qualified individuals conducting the monthly and weekly inspections required in the standards may be institutional staff members.

The qualified individual responsible for conducting *monthly* inspections (e.g., fire and safety officer, safety/sanitation specialist) may be an institutional staff member trained in

the application of jurisdictional codes and regulations. Periodically and as needed, this individual receives assistance from the independent authority or central office specialist(s) on requirements and inspections. This assistance may include participation in quarterly or biannual inspections. Training for the individual conducting the monthly inspections may be provided by the applicable agencies or through the agency's central office specialist(s).

The qualified departmental staff member who conducts *weekly* inspections of the facility may be an institutional staff member who has received training in and is familiar with the safety and sanitation requirements of the jurisdiction. At a minimum, on-the-job training from the facility's safety/sanitation specialist or the fire and safety officer regarding applicable regulations is expected, including use of checklists and methods of documentation.

The periodic weekly and monthly inspections may be conducted by either a combination of qualified individuals or one specialist, as long as the schedules and minimum qualifications described above are met. Safety and sanitation inspections may be conducted by the same person, provided this individual is familiar with the regulations for both types of inspections. When safety and sanitation requirements differ substantially, it may sometimes be necessary to call on several qualified individuals to conduct the inspections required by the standards. Using more than one person is strongly recommended.

### **III. Compliance Audits**

In conducting standards compliance audits, Commission Visiting Committees will review documentation submitted by the facilities to assist them in judging the qualifications of these individuals. In making compliance decisions, the audit teams will look closely at the facility's entire program—both practices and results—for ensuring safety and sanitation.

## Appendix C

### Guidelines for the Control and Use of Flammable, Toxic, and Caustic Substances

This appendix provides definitions and recommendations to assist agencies in the application of standards that address the control of materials that present a hazard to staff and inmates.

Substances that do not contain any of the properties discussed in the guidelines but are labeled "Keep out of reach of children" or "May be harmful if swallowed" are not necessarily subject to the controls specified in the guidelines. Their use and control, however, including the quantities available, should be evaluated and addressed in agency policy. Questions concerning the use and control of any substance should be resolved by examining the manufacturer's Material Safety Data Sheet.

#### I. Definitions

*Flash point*—The minimum temperature at which a liquid will give off sufficient vapors to form an ignitable mixture with the air near the surface of the liquid (or in the vessel used).

*Flammable liquid*—A substance with a flash point below 100° Fahrenheit (37.8 degrees Centigrade). Classified by flash point as a Class I liquid. (See Table A.)

*Combustible liquid*—A substance with a flash point at or above 100° Fahrenheit. Classified by flash point as a Class II or Class III liquid. (See Table A.)

*Toxic material*—A substance that, through chemical reaction or mixture, can produce possible injury or harm to the body by entry through the skin, digestive tract, or respiratory tract. The toxicity is dependent on the quantity absorbed and the rate, method, and site of absorption. (See Table A.)

*Caustic material*—A substance capable of destroying or eating away by chemical reaction. (See Table A.)

It is possible that a substance may possess more than one of the above properties; therefore, the safety requirements for all applicable properties should be considered.

#### II. General Guidelines

##### A. Issuance

All flammable, caustic, and toxic substances should be issued (e. g., drawn from supply points to canisters or dispensed) only under the supervision of authorized staff.

##### B. Amounts

All such substances should be issued only in the amount necessary for one day's needs.

##### C. Supervision

All persons using such substances should be closely supervised by qualified staff.

##### D. Accountability

All such substances must be accounted for before, during, and after their use.

**Table A**  
**Common Flammable, Toxic, and Caustic Substances**

<p><b>Class I Liquids</b></p> <ul style="list-style-type: none"> <li>Gasoline</li> <li>Benzine (Petroleum ether)</li> <li>Acetone</li> <li>Hexane</li> <li>Lacquer</li> <li>Lacquer thinner</li> <li>Denatured alcohol</li> <li>Ethyl alcohol</li> <li>Xylene (Xylol)</li> <li>Contact cement (flammable)</li> <li>Toluidi (Toluene)</li> <li>Methyl ethyl ether</li> <li>Methyl ethyl ketone</li> <li>Naphtha Y, M, and P</li> </ul> <p><b>Class II Liquids</b></p> <ul style="list-style-type: none"> <li>Diesel fuel</li> <li>Motor oil</li> <li>Kerosene</li> <li>Cleaning solvents</li> <li>Mineral spirits</li> <li>Agitene</li> </ul>	<p><b>Class III Liquids</b></p> <ul style="list-style-type: none"> <li>Paints (oil base)</li> <li>Linseed oil</li> <li>Mineral oil</li> <li>Neatsfoot oil</li> <li>Sunray conditioner</li> <li>Guardian fluid</li> </ul> <p><b>Toxic Substances</b></p> <ul style="list-style-type: none"> <li>Ammonia</li> <li>Chlorine</li> <li>Antifreeze</li> <li>Duplicating fluid</li> <li>Methyl alcohol (Wood alcohol or Methanol)</li> <li>Defoliant</li> <li>Herbicides</li> <li>Pesticides</li> <li>Rodenticides</li> </ul> <p><b>Caustic Substances</b></p> <ul style="list-style-type: none"> <li>Lye</li> <li>Muriatic acid</li> <li>Caustic soda</li> <li>Sulfuric acid</li> <li>Tannic acid</li> </ul>
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### III. Specific Guidelines for Storage, Use, and Disposal

#### A. Flammable and Combustible Liquids

Any liquid or aerosol that is required to be labeled "flammable" or "combustible" under the Federal Hazardous Substances Labeling Act must be stored and used according to label recommendations and in a way that does not endanger life and property.

##### 1. Storage

Lighting fixtures and electrical equipment in flammable liquid storage rooms must conform to the *National Electrical Code* requirements for installation in hazardous locations.

Storage rooms must meet the following specifications:

- be of fire-resistant construction and properly secured
- have self-closing fire doors at all openings
- have either a four-inch sill or a four-inch depressed floor (inside storage rooms only)
- have a ventilation system—either mechanical or gravity flow within twelve inches of the floor—that provides at least six air changes per hour in the room



Each storage cabinet must be

- properly constructed and securely locked
- conspicuously labeled "Flammable—Keep Fire Away"
- used to store no more than sixty gallons of Class I or Class II liquids or 120 gallons of Class III liquids

Storage rooms and cabinets must be properly secured and supervised by an authorized staff member any time they are in use. Doors and cabinets shall be placed so that they do not obstruct access to exits, stairways, and other areas normally used for evacuation in the event of fire or other emergency.

All portable containers for flammable and combustible liquids other than the original shipping containers must be approved safety cans listed or labeled by a nationally recognized testing laboratory. Containers should bear legible labels identifying the contents.

All excess liquids should remain in their original container in the storage room or cabinet. All containers should be tightly closed when not in use.

## 2. Use

The use of any flammable or combustible liquid must conform with the provisions and precautions listed in the manufacturer's Material Safety Data Sheet.

Flammable and combustible liquids can be dispensed only by an authorized staff member. The only acceptable methods for drawing from or transferring these liquids into containers inside a building are (1) through a closed piping system, (2) from safety cans, (3) by a device drawing through the top, or (4) by gravity through an approved self-closing system. An approved grounding and bonding system must be used when liquids are dispensed from drums.

Only liquids with a flash point at or above 100° Fahrenheit (e.g., Stoddard solvents, kerosene) can be used for cleaning. Such operations must be performed in an approved parts cleaner or dip-tank fitted with a fusible link lid with a 160° Fahrenheit melting-temperature link. *Under no circumstances may flammable liquids be used for cleaning.*

## 3. Disposal

Excess flammable or combustible liquids must be disposed of properly. The Material Safety Data Sheet for each substance prescribes the proper method of disposal and related precautions.

## 4. Spills

Information on the proper course of action for chemical spills is contained in the Material Safety Data Sheet for each substance.

## B. Toxic and Caustic Substances

### 1. Storage

All toxic and caustic materials are to be stored in their original containers in a secure area in each department. The manufacturer's label must be kept intact on the container.

**2. Use**

Toxic and caustic substances can be drawn only by a staff member. The Material Safety Data Sheet for each substance details the necessary provisions and precautions for its use.

Unused portions are to be returned to the original container in the storage area or, if appropriate, stored in the storage area in a suitable, clearly labeled container.

**3. Disposal**

See disposal guidelines for Flammable and Combustible Liquids above.

**4. Spills**

See spills guidelines for Flammable and Combustible Liquids above.

**C. Poisonous Substances**

Poisonous substances or chemicals are those that pose a very high (Class I) caustic hazard due to their toxicity. Examples: methyl alcohol, sulfuric acid, muriatic acid, caustic soda, tannic acid. There are special precautions on the control and use of methyl alcohol (also known as wood alcohol or methanol), which is a flammable, poisonous liquid commonly used in industrial applications (e.g., shellac thinner, paint solvent, duplicating fluid, solvents for leather cements and dyes, flushing fluid for hydraulic brake systems). *Drinking methyl alcohol can cause death or permanent blindness.*

The use of any product containing methyl alcohol must be directly supervised by staff. Products containing methyl alcohol in a diluted state, such as shoe dye, may be issued to inmates or residents, but only in the smallest workable quantities.

Immediate medical attention is imperative whenever methyl alcohol poisoning is suspected.

**D. Other Toxic Substances**

1. Permanent antifreeze containing ethylene glycol should be stored in a locked area and dispensed only by authorized staff.
2. Typewriter cleaner containing carbon tetrachloride or trichloroethane should be dispensed in small quantities and used under direct supervision.
3. The use of cleaning fluid containing carbon tetrachloride or tetrachloride or trichloroethylene must be strictly controlled.
4. Glues of all types may contain hazardous chemicals and should receive close attention at every stage of handling. Nontoxic products should be used when possible. Toxic glues must be stored under lock and used under close supervision.
5. The use of dyes and cements for leather requires close supervision. Nonflammable types should be used whenever possible.
6. Ethyl alcohol, isopropyl alcohol, and other antiseptic products should be stored and used only in the medical department. The use of such chemicals must be closely supervised. Whenever possible, such chemicals should be diluted and issued only in small quantities so as to prevent any injurious or lethal accumulation.

7. Pesticides contain many types of poisons. The staff member with responsibility for the facility's safety program should be responsible for purchasing, storing, and dispensing any pesticide. All pesticides should be stored under lock. NOTE: Only chemicals approved by the Environmental Protection Agency shall be used. DDT and 1080 (sodium fluoracetate) are among those chemicals absolutely prohibited.
8. Herbicides must be stored under lock. The staff member responsible for herbicides must have a current state license as a Certified Private Applicator. Proper clothing and protective gear must be used when applying herbicides.
9. Lyes must be used only in dye solutions and only under the direct supervision of staff.

#### **IV. Responsibilities**

##### **A. Inventories**

Constant inventories should be maintained for all flammable, toxic, and caustic substances used and stored in each department. A bin record card should be maintained for each such substance to accurately reflect acquisitions, disbursements, and the amounts on hand.

##### **B. Departmental Files**

Each department using any flammable, toxic, or caustic substance should maintain a file of the manufacturer's Material Safety Data Sheet for each substance. This file should be updated at least annually. The file should also contain a list of all areas where these substances are stored, along with a plant diagram and legend. A copy of all information in the file, including the Material Safety Data Sheets, should be supplied to the staff member responsible for the facility's safety program.

##### **C. Master Index**

The person responsible for the facility's safety program should compile a master index of all flammable, caustic, and toxic substances in the facility, including their locations and Material Safety Data Sheets. This information should be kept in the safety office (or comparable location) and should be supplied to the local fire department. The master index should also contain an up-to-date list of emergency phone numbers (e.g., local fire department, local poison control center).

##### **D. Personal Responsibility**

It is the responsibility of each person using these substances to follow all prescribed safety precautions, wear personal protective equipment when necessary, and report all hazards or spills to the proper authority. The protection of life, property, and our environment depends on it.

## Glossary

**Absconder** — An offender who fails to report for probation or aftercare supervision or an escapee or runaway.

**Adjudicatory hearing** — A hearing to determine whether the allegations of a petition are supported by the evidence beyond a reasonable doubt or by the preponderance of the evidence.

**Administrative segregation** — A form of separation from the general population administered by the classification committee or other authorized group when the continued presence of the inmate in the general population would pose a serious threat to life, property, self, staff, or other inmates or to the security or orderly running of the institution. Inmates pending investigation for trial on a criminal act or pending transfer also can be included. (See *Protective custody* and *Segregation*.)

**Administrator of field services** — The individual directly responsible for directing and controlling the operations of the adult probation and/or parole field services program. This person may be a division head in a large correctional agency, a chief probation officer answering to a judge, or the administrative officer of a court or parole authority with responsibility for the field services program.

**Admission** — The process of entry into a program. During admission processing, the juvenile or adult offender receives an orientation to program goals, rules, and regulations. Assignment to living quarters and to appropriate staff also is completed at this time.

**Adult community residential service** — Also referred to as halfway house, a community-based program providing group residence (such as a house, work release center, prerelease center) for probationers, parolees, residents in incarcerated status, and referrals through the courts or other agencies. Clients also may receive these services from the agency on a nonresidential basis. (See *Out-client*.)

**Adult correctional institution** — A confinement facility, usually under state or federal auspices, that has custodial authority over adults sentenced to confinement for more than one year.

**Adult detention facility or Jail** — A local confinement facility with temporary custodial authority. Adults can be confined pending adjudication for 48 hours or more and usually for sentences of up to two years.

**Affirmative action** — A concept designed to ensure equal opportunity for all persons regardless of race, religion, age, sex, or ethnic origin. These equal opportunities include all personnel programming, such as selection, retention, rate of pay, demotion, transfer, layoff, termination, and promotion.

**Aftercare** — Control, supervision, and care exercised over juveniles released from facilities through a stated release program. (See *Releasing authority*.)

**Agency** — The unit of a governing authority that has direct responsibility for the operations of a corrections program, including the implementation of policy as set by the governing authority. For a community residential center, this would be the administrative headquarters of the facilities. A single community facility that is not a part of a formal consolidation of community facilities is considered to be an agency. In a public agency, this could be a probation department, welfare department, or similar agency. For a juvenile correctional organization, this would be the central office responsible for governing the juvenile correctional system for the jurisdiction.

**Agency administrator** — The administrative officer appointed by the governing authority or designee who is responsible for all operations of the agency, such as the department of corrections or parole, and all related programs under his or her control.

**Agency industries administrator** — The individual who has functional responsibility for industries operations throughout the correctional system. Titles, such as head of industries, superintendent, chief, director, or general manager, may be used to denote this position.

**Alternative meal service** — Special foods provided to comply with the medical, religious or security requirements. Alternative meals must always be designed to ensure that basic health needs are met and are provided in strict compliance with the policies signed by the chief executive officer, the chief medical officer, and for the religious diets, by the appropriate religious leader.

**Audit** — An examination of agency or facility records or accounts to check their accuracy, which is conducted by a person or persons not directly involved in the creation and maintenance of these records or accounts. An independent audit results in an opinion that either affirms or disaffirms the accuracy of records or accounts. An operational or internal audit usually results in a report to management that is not shared with those outside the agency.

**Booking** — Both a law enforcement process and a detention facility procedure. As a police administrative action, it is an official recording of an arrest and the identification of the person, place, time, arresting authority, and reason for the arrest. In a detention facility, it is a procedure for the admission of a person charged with or convicted for an offense, which includes searching, fingerprinting, photographing, medical screening, and collecting personal history data. Booking also includes the inventory and storage of the individual's personal property.

**Boot camp** — A short-term correctional unit designed to combine elements of basic military training programs and appropriate correctional components.

**Camp** — A nonsecure residential program located in a relatively remote area. The residents participate in a structured program that emphasizes outdoor work, including conservation and related activities. There are often 20 to 60 residents in these facilities.

**Career development plan** — The planned sequence of promotions within an agency that contains provision for (1) vertical movement throughout the entire range of a particular discipline, (2) horizontal movement encouraging lateral and promotional movement between disciplines, and (3) opportunity for all to compete for the position of head of the agency. Progression along these three dimensions can occur as long as the candidate has the ambition, ability, and required qualifications.

**Case conference** — A conference between individuals working with the juvenile or adult offender to see that court-ordered services are being provided.

**Casework** — The function of the caseworker, social worker, or other professional in providing social services, such as counseling, to individuals in custody.

**Cellblock** — A group or cluster of single and/or multiple occupancy cells or detention rooms immediately adjacent and directly accessible to a day or activity room. In some facilities, the cellblock consists of a row of cells fronted by a dayroom of corridor-like proportions.

**Chemical agent** — An active substance, such as tear gas, used to defer activities that might cause personal injury or property damage.

**Chief of police** — A local law enforcement official who is the appointed or elected chief executive of a police department and is responsible for the operation of the city jail or lockup.

**Chronic care** — Health care provided to patients over a long period of time.

**Classification** — A process for determining the needs and requirements of those for whom confinement has been ordered and for assigning them to housing units and programs according to their needs and existing resources.

**Co-correctional facility** — An institution designed to house both male and female juvenile or adult offenders.

**Code of ethics** — A set of rules describing acceptable standards of conduct for all employees.

**Committing authority** — The agency or court responsible for placing a youth in a program.

**Community resources** — Human services agencies, service clubs, citizen interest groups, self-help groups, and individual citizen volunteers that offer services, facilities, or other functions that can meet the needs of the facility or have the potential to assist residents. These various resources, which may be public or private, national or local, may assist with material and financial support, guidance, counseling, and supportive services.

**Contraband** — Any item possessed by confined juvenile or adult offenders or found within the facility that is illegal by law or expressly prohibited by those legally charged with the administration and operation of the facility or program.

**Contractor** — A person or organization that agrees to furnish materials or to perform services for the facility or jurisdiction at a specified price. Contractors operating in correctional facilities are subject to all applicable rules and regulations for the facility.

**Contractual arrangement** — An agreement with a private party (such as an incorporated agency or married couple) to provide services to juvenile or adult offenders for compensation. (See *Independent operator*.)

**Control center** — A very secure, self-contained unit designed to maintain the security of the facility. Policies governing the design, staffing and accessibility of the control center ensure that it cannot be commandeered by unauthorized persons.

**Corporal punishment** — Any act of inflicting punishment directly on the body, causing pain or injury.

**Correctional facility** — A facility used for the incarceration of individuals accused or convicted of criminal activity. A correctional facility is managed by a single chief executive officer with broad authority for the operation of the facility. This authorization typically includes the final authority for decisions concerning (1) the employment or termination of staff members, and (2) the facility operation and programming within guidelines established by the parent agency or governing body.

A correctional facility also must have (1) a separate perimeter that precludes the regular commingling of the inmates with inmates from other facilities, (2) a separate facility budget managed by a chief executive officer within guidelines established by the parent agency or governing authority, and (3) staff that is permanently assigned to the facility.

**Counseling** — Planned use of interpersonal relationships to promote social adjustment. Counseling programs provide opportunities to express feelings verbally with the goal of resolving the individual's problems. At least three types of counseling may be provided: individual, a one-to-one relationship; small group counseling; and large group counseling in a living unit.

**County parole** — The status of a county jail inmate who, convicted of a misdemeanor and conditionally released from a confinement facility prior to the expiration of sentence, has been placed under supervision in the community for a period of time.

**Delinquent act** — An act that, if committed by an adult, would be considered a crime.

**Delinquent youth** — Also referred to as a juvenile delinquent or a criminal-type offender, a youth who has been charged with or adjudicated for conduct that would, under the law of the jurisdiction in which the offense was committed, be a crime of committed by an adult. (See also *Status offender* and *Juvenile*.)

**Detainee** — Any person confined in a local detention facility not serving a sentence for a criminal offense.

**Detainer** — A warrant placed against a person in a federal, state, or local correctional facility that notifies the holding authority of the intention of another jurisdiction to take custody of that individual when he or she is released.

**Detention warrant** — A warrant that authorizes the arrest and temporary detention of a parolee pending preliminary revocation proceedings. A detention warrant should be distinguished from a warrant for the return of a parolee to prison, although return warrants are sometimes used as detainers. For the purpose of these standards, return warrants used as detainers are also deemed to be detention warrants.

**Direct supervision** — A method of inmate management that ensures continuing direct contact between inmates and staff by posting an officer(s) inside each housing unit. Officers in general housing units are not separated from inmates by a physical barrier. Officers provide frequent, non-scheduled observation of and personal interaction with inmates.

**Disciplinary detention** — A form of separation from the general population in which inmates committing serious violations of conduct regulations are confined by the disciplinary committee or other authorized group for short periods of time to individual cells separated from the general population. Placement in detention may only occur after a finding of rule violation at an impartial hearing and when there is not adequate alternative disposition to regulate the inmate's behavior. (See also *Protective custody* and *Segregation*.)

**Disciplinary hearing** — A nonjudicial administrative procedure to determine if substantial evidence exists to find an inmate guilty of a rule violation.

**Dispositional hearing** — A hearing held subsequent to the adjudicatory hearing in order to determine what order of disposition (e.g., probation, training school, foster home) should be made concerning a juvenile adjudicated as delinquent.

**Diversi<sup>o</sup>n** — The official halting or suspension, at any legally prescribed point after a recorded justice system entry, of formal criminal or juvenile justice proceedings against an alleged offender. The suspension of proceedings may be in conjunction with a referral of that person to a treatment or care program administered by a nonjudicial agency or a private agency, or there may be no referral.

**Due process safeguards** — Those procedures that ensure just, equal, and lawful treatment of an individual involved in all stages of the juvenile or criminal justice system, such as a notice of allegations, impartial and objective fact finding, the right to counsel, a written record of proceedings, a statement of any disposition ordered with the reasons for it, and the right to confront accusers, call witnesses, and present evidence.

**Education program** — A program of formal academic education or a vocational training activity designed to improve employment capability.

**Educational release** — The designated time when residents or inmates leave the program or institution to attend school in the community, return to custody after school hours.

**Emergency** — Any significant disruption of normal facility or agency procedure, policy, or activity caused by riot, escape, fire, natural disaster, employee action, or other serious incident.

**Emergency care** — Care of an acute illness or unexpected health care need that cannot be deferred until the next scheduled sick call. Emergency care shall be provided to the resident population by the medical director, physical, or other staff, local ambulance services, and/or outside hospital emergency rooms. This care shall be expedited by following specific written procedures for medical emergencies described in the standards.

**Environmental health** — All conditions, circumstances, and surrounding influences that affect the health of individuals or groups in the area.

**Facility** — A place, institution, building (or part thereof), set of buildings, or area (whether or not enclosing a building or set of buildings) that is used for the lawful custody and/or treatment of individuals. It may be owned and/or operated by public or private agencies and includes the staff and services as well as the buildings and grounds.

**Facility administrator** — Any official, regardless of local title (e.g., sheriff, chief of police, administrator, warden/superintendent) who has the ultimate responsibility for managing and operating the facility.

**Field agency** — The unit of a governing authority that has direct responsibility for the provision of field supervision services and for the carrying out of policy as set by the governing authority.

**Field services** — Services provided to delinquent youth, status offenders, or adult offenders in the community by probation, parole, or other agencies.

**Field staff** — The professionals assigned case responsibility for control, supervision, and provision of program services to delinquent youth or adult offenders. (Sometimes referred to as field workers.)

**First aid** — Care for a condition that requires immediate assistance from an individual trained in first aid care and the use of the facility's first aid kits.

**Fiscal position control** — The process that ensures that individuals on the payroll are legally employed, positions are authorized in the budget, and funds are available.

**Footcandle** — A unit for measuring the intensity of illumination, defined as the amount of light thrown on a surface one foot away from the light source.

**Furlough or Temporary leave** — A period of time during which a resident is allowed to leave the facility and go into the community unsupervised.

**Good-time** — A system established by law whereby a convicted offender is credited a set amount of time, which is subtracted from his or her sentence, for specified periods of time served in an acceptable manner.

**Governing authority** — In public/governmental agencies, the administrative department or division to which the agency reports; the policy-setting body. In private agencies, this may be an administrative headquarters, central unit, or the board of directors or trustees.

**Grievance/Grievance process** — A circumstance or action considered to be unjust and grounds for complaint or resentment and/or a response to that circumstance in the form of a written complaint filed with the appropriate body.

**Handicapped** — Having a mental or physical impediment or disadvantage that substantially limits an individual's ability to use programs or services.

**Health authority** — The physical, health administrator, or agency responsible for the provision of health care services at an institution or system of institutions; the responsible physician may be the health authority.

**Health care** — The sum of all action taken, preventative and therapeutic, to provide for the physical and mental well-being of a population. Includes medical and dental services, mental health services, nursing, personal hygiene, dietary services, and environmental conditions.

**Health care personnel** — Individuals whose primary duty is to provide health services to inmates in keeping with their respective levels of health care training or experience.

**Health-trained personnel or Medically-trained personnel** — Correctional officers or other correctional personnel who may be trained and appropriately supervised to carry out specific duties with regard to the administration of health care.

**Hearing** — A proceeding to determine a course of action, such as the placement of a juvenile or adult offender, or to determine guilt or innocence in a disciplinary matter. Argument, witnesses, or evidence are heard by a judicial officer or administrative body in making the determination.

**Hearing examiner** — An individual appointed by the parole authority who conducts hearings for the authority. His or her power of decision making may include, but not be limited to, making parole recommendations to granting, denying, or revoking parole.

**Holding facility or Lockup** — A temporary confinement facility, for which the custodial authority is usually less than forty-eight hours, where arrested persons are held pending release, adjudication, or transfer to another facility.

**Holidays** — All days legally designated as nonworkdays by statute or by the chief governing authority of a jurisdiction.

**Independent operator** — A person or persons who contracts with a correctional agency or other governmental agency to operate and manage a correctional program or facility.

**Independent source** — A person, organization or group that acts independently from the correctional unit being evaluated. An independent source may not be a staff member that reports to the chief executive officer of the unit being audit.

**Indigent** — An individual with no funds or source of income.

**Industries** — An activity existing in a correctional system that uses inmate labor to produce goods and/or services for sale. These goods and/or services are sold at prices calculated to recover all or a substantial portion of costs associated with their production and may include a margin of profit. Sale of the products and/or services is not limited to the institution where the industries activity is located.

**Information system** — The concepts, personnel, and supporting technology for the collection, organization, and delivery of information for administrative use. There are two such types of information: (1) standard information, consisting of the data required for operations control such as the daily count, payroll data in a personnel office, probation/parole success rates, referral sources, and caseload levels; (2) demand information, consisting of information that can be generated when a report is required, such as information on the number of residents in educational and training programs, duration of residence, or the number of residents eligible for discharge during a twelve-month period by offense, sentence, and month of release. (Also referred to as a management information system.)



**Informed consent** — The agreement by a patient to a treatment, examination, or procedure after the patient receives the material facts regarding the nature, consequences, risks, and alternatives concerning the proposed treatment, examination, or procedure.

**Inmate** — Any individual, whether in pretrial, unsentenced, or sentenced status, who is confined in a correctional facility.

**Institution industries manager** — The individual designated as responsible for industries operations at a specific institution in the correctional system.

**Interstate compact for the supervision of probationers and parolees** — An agreement entered into by eligible jurisdictions in the United States and its territories that provides the criteria for these jurisdictions to cooperate in working with probations and releases.

**Interstate compact on juveniles** — An agreement authorizing the interstate supervision of juvenile delinquents. This can also include the cooperative institutionalization of special types of delinquent juveniles, such as psychotics and defective delinquents.

**Judicial review** — A proceeding to reexamine the course of action or continued confinement of a juvenile in a secure detention facility. Arguments, witnesses, or evidence are not required as part of the review. Reviews may be conducted by a judge, judicial officer, or an administrator who has been delegated the authority to release juveniles from secure detention with the approval of the judge.

**Juvenile** — A person under the age of twenty-one, or as defined in the local jurisdiction as under the age of majority.

**Juvenile community residential program** — A program housed in a structure without security fences and security hardware or other major restraining construction typically associated with correctional facilities, such as a converted apartment building or private home. They are not constructed as or intended to be detention facilities. Except for daycare programs, they provide twenty-four-hour care, programs, and supervision to juveniles in residence. Their focus is on providing the juvenile with positive adult models and program activities that assist in resolving problems specific to this age group in an environment conducive to positive behavior in the community.

**Juvenile day treatment program** — A program that provides services to juveniles who live at home and report to the program on a daily basis. Juveniles in these programs require more attention than that provided by probation and aftercare services. Often the program operates its own education program through the local school district. The population is usually drawn from court commitments but may include juveniles enrolled as a preventive or diversionary measure. The program may operate as part of a residential program, and it may provide space for occasional overnight stays by program participants where circumstances warrant additional assistance.

**Juvenile detention** — Temporary care of juvenile offenders and juveniles alleged to be delinquent who require secure custody in a physically restricting facility.

**Juvenile group home** — A nonsecure residential program emphasizing family-style living in a homelike atmosphere. Program goals are similar to those for large community residential programs. Although group homes usually house youth who are court-committed, they also house abused or neglected youths who are placed by social agencies. Small group homes serve from four to eight youths; large group homes serve eight to twelve. Their age ranges from ten to seventeen, with the concentration from thirteen to sixteen.

**Juvenile intake** — The process of determining whether the interests of the public or the juvenile require the filing of a petition with the juvenile court. Generally an intake officer receives, reviews, and processes complaints, recommends detention or release, and provides services for juveniles and their families, including diversion and referral to other community agencies.

**Juvenile ranch** — A nonsecure residential program providing services to youths in a rural setting. Typically, the residents participate in a structured program of education, recreation, and facility maintenance, including responsibility for the physical plant, its equipment, and livestock. Often there are twenty to sixty juveniles in the ranch setting, ranging in age from thirteen to eighteen.

**Life Safety Code** — A manual published and updated by the National Fire Protection Association specifying minimum standards for fire safety necessary in the public interest. Two chapters are devoted to correctional facilities.

**Major equipment** — All equipment that is securely and permanently fastened to the building or any equipment with current book value of \$1,000 or more.

**Major infraction** — A rule infraction involving a grievous loss and requiring imposition of due process procedures. Major infractions include (1) violations that may result in disciplinary detention or administrative segregation; (2) violations for which punishment may tend to increase an inmate's sentence, such as extending parole eligibility; (3) violations that may result in a forfeiture, such as loss of good-time or work time; and (4) violations that may be referred for criminal prosecution.

**Medical records** — Separate records of medical examinations and diagnoses maintained by the responsible physician. The date and time of all medical examinations and copies of standing or direct medical orders from the physician to the facility staff should be transferred to the resident record.

**Medical restraints** — Either chemical restraints, such as sedatives, or physical restraints, such as straitjackets, applied only for medical or psychiatric purposes.

**Medical screening** — A system of structured observation/initial health assessment to identify newly arrived juvenile or adult offenders who pose a health or safety threat to themselves or others.

**Mentally retarded** — Describes an individual who functions at a subaverage general intellectual level and is deficient in adaptive behavior.

**NFPA** — National Fire Protection Association. Publishes the *Life Safety Code*.

**National uniform parole reports system** — A cooperative effort sponsored by the National Parole Institute that calls for the voluntary cooperation of all federal and state authorities having responsibility for felony offenders in developing some common terms to describe parolees — their age, sex, and prior record — and some common definitions to describe parole performance. These types of data allow comparisons across states and other jurisdictions.

**Not Applicable** — A term used in the accreditation process to describe a standard that does not apply to the correctional unit being audited. While the initial determination of applicability is made by ACA staff and/or the audit team, the final decision rests with the hearing panel.

**Offender** — An individual convicted or adjudicated of a criminal offense.

**Official personnel file** — A current and accurate record of the employee's job history, including all pertinent information relating to that history.

**Operating unit** — One distinct operation of the industries activity, which may be operated as a cost center or separate accounting entity. It may take the form of a manufacturing operation (e.g., furniture making, clothing production), an agricultural operation (e.g., dairy or poultry farming, crop or orchard farming, raising beef or pork), or a service activity (e.g., warehouse, keypunch, microfilming, laundering, auto repair, etc).

**Out-client** — An individual who does not live at the facility but who may take advantage of facility services and programs.

**Parent** — The individual with whom a juvenile regularly lives and who is the natural, adoptive, or surrogate parent.

**Parent government organization** — Also referred to as a parent agency, the administrative department or division to whom the agency seeking accreditation reports; the policy-setting body.

**Parole authority** — The decision-making body that has responsibility to grant, deny, and revoke parole. In some jurisdictions it is called the parole board or the parole commission. The term parole authority includes all of these bodies.

**Parole hearing** — A procedure conducted by a parole authority member and/or hearing examiner in which all pertinent aspects of an eligible inmate's case are reviewed to make a decision or recommendation that would change the inmate's legal status and/or degree of freedom.

**Permanent status** — A personnel status that provides due process protection prior to dismissal.

**Petition** — An application for a court order or other judicial action. For example, a delinquency petition is an application for the court to act in the matter of a juvenile apprehended for a delinquent act.

**Physical examination** — A thorough evaluation of a patient's current physical condition and medical history conducted by or under the supervision of a licensed professional.

**Placing authority** — The agency or body with the authority to order a juvenile into a specific dispositional placement. This may be the juvenile court, the probation department, or another duly constituted and authorized placement agency or to contract with service providers for placement services.

**Plan of action** — A description of action steps designed to correct a condition that has caused a determination of noncompliance with a standard.

**Policy** — A course or line of action adopted and pursued by an agency that guides and determines present and future decisions and actions. Policies indicate the general course or direction of an organization within which the activities of the personnel must operate. They are statements of guiding principles that should be followed in directing activities toward the attainment of objectives. Their attainment may lead to compliance with standards as well as compliance with the overall goals of the agency or system.

**Population center** — A geographical area containing at least 10,000 people, along with public safety services, professional services, employment and educational opportunities, and cultural/recreational opportunities.

**Preliminary hearing** — A hearing at which it is determined whether probable cause exists to support an allegation of parole violation, pending a revocation hearing by the parole authority.

**Pretrial release** — A procedure whereby an accused individual who had been taken into custody is allowed to be released before and during his or her trial.

**Probation** — A court-ordered disposition alternative through which a convicted adult offender or an adjudicated delinquent is placed under the control, supervision, and care of a probation field staff member.

**Procedure** — The detailed and sequential actions that must be executed to ensure that a policy is fully implemented. It is the method of performing an operation or a manner of proceeding on a course of action. It differs from a policy in that it directs action in a particular situation to perform a specific task within the guidelines of policy.

**Professional association** — A collective body of individuals engaged in a particular profession or vocation. The American Correctional Association, the American Medical Association, and the National Association of Clinical Psychologists are examples of professional associations, of which there are hundreds in the United States.

**Professional staff** — Social workers, probation officers, and other staff assigned to juvenile and adult offender cases. These individuals generally possess bachelor's degrees and advanced training in the social or behavioral sciences.

**Program** — The plan or system through which a correctional agency works to meet its goals; often this program requires a distinct physical setting, such as a correctional institution, community residential facility, group home, or foster home.

**Program director** — The individual directly in charge of the program, who may also be called the administrator, superintendent, or houseparent.

**Protective custody** — A form of separation from the general population for inmates requesting or requiring protection from other inmates for reasons of health or safety. The inmate's status is reviewed periodically by the classification committee or other designated group. (See *Administrative segregation* and *Disciplinary detention*.)

**Records (juvenile and adult offenders)** — Information concerning the individual's delinquent or criminal, personal, and medical history and behavior and activities while in custody, including but not limited to commitment papers, court orders, detainers, personal property receipts, visitors lists, photographs, fingerprints, type of custody, disciplinary infractions and actions taken, grievance reports, work assignments, program participation, and miscellaneous correspondence.

**Referral** — The process by which a juvenile or adult offender is introduced to an agency or service that can provide the assistance needed.

**Release on bail** — The release by a judicial officer of an accused individual who has been taken into custody on the accused's promise to appear in court as required for criminal proceedings.

**Releasing authority** — The decision-making body and/or individual that has the responsibility to grant, deny, and revoke release from a juvenile institution or program of supervision. In some jurisdictions it is called the parole board or the parole commission. (See *Aftercare*.)

**Renovation** — A significant structural or design change in the physical plant of a facility.

**Responsible physician** — An individual licensed to practice medicine and provide health services to the inmate population of the facility and/or the physician at an institution with final responsibility for decisions related to medical judgements.

**Revocation hearing** — A hearing before the parole authority at which it is determined whether revocation of parole should be made final.

**Safety equipment** — Primarily firefighting equipment, e.g., chemical extinguishers, hoses, nozzles, water supplies, alarm systems, sprinkler systems, portable breathing devices, gas masks, fans, first aid kits, stretchers, and emergency alarms.

**Safety vestibule** — In a correctional facility, a grill cage that divides the inmate areas from the remainder of the institution. They must have two doors or gates, only one of which opens at a time, to permit entry to or exit from inmate areas in a safe and controlled manner.

**Sally port** — An enclosure situated in the perimeter wall or fence of a correctional facility containing gates or doors at both ends, only one of which opens at a time, ensuring there will be no breach in the perimeter security of the institution. The sally port may handle either pedestrian or vehicular traffic.

**Secure institution** — Any facility that is designed and operated to ensure that all entrances and exits are under the exclusive control of the facility's staff, thereby not allowing an inmate/resident to leave the facility unsupervised or without permission.

**Security or Custody** — The degree of restriction of inmate movement within a detention/correctional facility, usually divided into maximum, medium, and minimum risk levels.

**Security devices** — Locks, gates, doors, bars, fences, screens, ceilings, floors, walls, and barriers used to confine and control detained individuals. Also included are electronic monitoring equipment, security alarm systems, security lights, auxiliary power supplies, and other equipment used to maintain facility security.

**Security perimeter** — The outer portions of a facility that provide for secure confinement of facility inmates/residents. The design of the perimeter may vary depending on the security classification of the facility.

**Segregation** — The confinement of an inmate to an individual cell that is separated from the general population. There are three forms of segregation: administrative segregation, disciplinary detention, and protective custody.

**Self-insurance coverage** — A statewide system designed to insure the payment of all legal claims for injury or damage incurred as a result of the actions of state officials employees, or agents. In public agencies, the self-insurance program is usually authorized by the legislature. A "memorandum of insurance" or similar document is required that acts as a policy, setting the limits of liability for various categories of risk, including deductible limits. Approval of the policy by a cabinet-level official is also required.

**Serious incident** — A situation in which injury serious enough to warrant medical attention occurs involving a resident, employee, or visitor on the grounds of the institution. Also, a situation containing an imminent threat to the security of the institution and/or to the safety of residents, employees, or visitors on the grounds of the institution.

**Severe mental disturbance** — A condition in which an individual is a danger to self or others or is incapable of attending to basic physiological needs.

**Shelter facility** — Any nonsecure public or private facility designated to provide either temporary placement for alleged or adjudicated status offenders prior to the issuance of a disposition order or longer-term care under a juvenile court disposition order.

**Sheriff** — The elected or appointed chief executive officer of a county law enforcement agency. Sheriffs can serve several functions, including responsibility for law enforcement in unincorporated areas, operation of the county jail, and assignment as officers of the court.

**Special management inmate** — An individual whose behavior presents a serious threat to the safety and security of the facility, staff, general inmate population, or himself or herself. Special handling and/or housing is required to regulate their behavior.

**Special needs inmate** — An inmate whose mental and/or physical condition requires special handling and treatment by staff. Special needs inmates include, but are not limited to, drug or alcohol addicts or abusers, the emotionally disturbed, mentally retarded, suspected mentally ill, physically handicapped, chronically ill, and the disabled or infirm.

**Status offender** — A youth who has been charged with or adjudicated for conduct that under the law of the jurisdiction in which the offense was committed would not be a crime if committed by an adult. (See also *Delinquent youth*.)

**Strip search** — An examination of an inmate/resident's naked body for weapons, contraband, and physical abnormalities. This also includes a thorough search of all of the individual's clothing while it is not being worn.

**Temporary release** — A period of time during which an inmate is allowed to leave the program or institution and go into the community unsupervised for various purposes consistent with the public interest.

**Training** — An organized, planned, and evaluated activity designed to achieve specific learning objectives and enhance the job performance of personnel. Training may occur on site, at an academy or training center, an institution of higher learning, professional meetings, or through contract service or closely supervised on-the-job training. It includes a formal agenda and instruction by a teacher, manager, or official; physical training; or other instruction programs that include a trainer/trainee relationship. Training programs usually include requirements for completion, attendance recording, and a system for recognition of completion. Meetings of professional associations are considered training where there is clear evidence of the above. Whether it occurs on site, at an academy or training center, through contract services, or at professional meetings, the activity must be part of an overall training program.

**Training school** — Also known as a youth development center, youth village, youth correction center, youth treatment center, youth service center, or school or home for boys and girls. The typical training school may provide supervision, programs, and residential services for more than 100 residents; however, programs of this size are not encouraged. (Standards for new facilities require that each new training school have no more than 100 beds and be limited to two stories in height.) These facilities are designed and operated to be secure institutions.

Youth development centers, youth treatment centers, secure training schools, and other facilities in the category may serve relatively smaller populations ranging from forty to 100 juveniles. The age range served is generally from thirteen to eighteen, although in many jurisdictions residents may be as young as ten or as old as twenty. Older residents are usually juveniles who have been returned to the facility as parole violators.

**Treatment plan** — A series of written statements that specify the particular course of therapy and the roles of medical and nonmedical personnel in carrying it out. A treatment plan is individualized, based on assessment of the individual patient's needs, and includes a statement of the short- and long-term goals and the methods by which the goals will be pursued. When clinically indicated, the treatment plan provides inmates with access to a range of supportive and rehabilitative services, e.g., individual or group counseling and/or self-help groups that the physician deems appropriate.

**Unit management** — A management system that subdivides an institution into units. The unit management system has several basic requirements:

1. Each unit holds a relatively small number of inmates. Ideally, there should be less than 150 but not more than 500 inmates.
2. Inmates are housed in the same unit for a major portion of their confinement.
3. Inmates assigned to a unit work in a close relationship with a multidisciplinary team of staff who are regularly assigned to the unit and whose officers are located within the unit.
4. Staff members have decision-making authority for the institutional programming and living conditions for the inmates assigned to the unit within broad rules, policies, and guidelines established by the agency and/or the facility administrator.
5. Inmate assignments to a unit are based on the inmate's need for control, security, and programs offered.

Unit management increases contact between staff and inmates, fosters increased interpersonal relationships, and leads to more knowledgeable decision making as a direct result of staff dealing with a smaller, more permanent group. At the same time, the facility benefits from the economies inherent in centralized service facilities, such as utilities, food service, health care, educational systems, vocational programs, and recreational facilities.

**Urine surveillance program** — A program whereby urine samples are collected on an irregular basis from offenders suspected of having a history of drug use to determine current or recent use.

**Volunteer** — An individual who donates his or her time and effort to enhance the activities and programs of the agency. They are selected on the basis of their skills or personal qualities to provide services in recreation, counseling, education, religion, etc.

**Waiver** — A commission panel decision that releases the correctional unit from the responsibility of preparing a plan of action to being the unit into compliance with a standard.

**Warden/Superintendent** — The individual in charge of the institution; the chief executive or administrative officer. This position is sometimes referred to by other titles, but warden and superintendent are the most commonly used terms.

**Work release** — A formal arrangement sanctioned by law whereby an inmate/resident is released into the community to maintain approved and regular employment.

**Worker's Compensation** — A statewide system of benefits for employees who incur job-related injuries.

The 1870 declaration of principles, republished on the following pages, was passed by the first Congress of Correction after a three-day discussion of the issues and a thorough review of papers presented by delegates from England, Ireland, Italy, France, and Germany. These principles were discussed and enacted to become the original foundation for ACA standards as we know them today. A total of 329 representatives attended that first Congress from 25 states and Canada. True to the intentions that prevailed during that first Congress, ACA standards have been regularly revised to reflect societal changes as they have occurred. All corrections professionals are indebted to these men and women of vision who, for the first time in recorded history, considered worldwide prison conditions and established the first international prison association that was destined to become the American Correctional Association.

*W. Hardy Rauch*  
*Director, Standards and Accreditation*  
*American Correctional Association*

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 B. F. Wainwright, Superintendent, House of Refuge, Plainfield, Illinois  
 Mary Carpenter, Superintendent, Red Lodge Reformatory, Bristol, England

**Declaration of Principles Adopted and Promulgated by the Congress  
October 12 - 18, 1870  
Cincinnati, Ohio**

I. *Crime is an intentional violation of duties imposed by law, which inflicts an injury upon others. Criminals are persons convicted of crime by competent courts.*

II. *The treatment of criminals by society is for the protection of society. But since such treatment is directed to the criminal rather than to the crime, its great object should be his moral regeneration.*

III. *The progressive classification of prisoners, based on character and worked on some well-adjusted mark system, should be established in all prisons above the common jail.*

IV. *Since hope is a more potent agent than fear, it should be made an ever-present force in the minds of prisoners, by a well-devised and skillfully-applied system of rewards for good conduct, industry and attention to learning. Rewards, more than punishments, are essential to every good prison system.*

V. *The prisoner's destiny should be placed, measurably, in his own hands; he must be put into circumstances where he will be able, through his own exertions, to continually better his own condition. A regulated self-interest must be brought into play, and made constantly operative.*

VI. *The two master forces opposed to the reform of the prison systems of our several states are political appointments, and a consequent instability of administration. Until both are eliminated, the needed reforms are impossible.*

VII. *Special training, as well as high qualities of head and heart, is required to make a good prison or reformatory officer. Then only will the administration of public punishment become scientific, uniform and successful, when it is raised to the dignity of a profession, and men are specially trained for it, as they are for other pursuits.*

VII. *Peremptory sentences ought to be replaced by those of indeterminate length. Sentences limited only by satisfactory proof of reformation should be substituted for those measured by mere lapse of time.*

IX. *Of all reformatory agencies, religion is first in importance, because most potent in its action upon the human heart and life.*

X. *Education is a vital force in the reformation of fallen men and women. Its tendency is to quicken the intellect, inspire self-respect, excite to higher aims, and afford a healthful substitute of low and vicious amusements. Education is, therefore, a matter of primary importance in prisons, and should be carried to the utmost extent consistent with the other purposes of such institutions.*

XI. *In order to the reformation of imprisoned criminals, there must be not only a sincere desire and intention to that end, but a serious conviction, in the minds of the prison officers, that they are capable of being reformed, since no man can heartily maintain a discipline at war with his inward beliefs; no man can earnestly strive to accomplish what in his heart he despairs of accomplishing.*

XII. *A system of prison discipline, to be truly reformatory, must gain the will of the convict. He is to be amended; but how is this possible with his mind in a state of hostility? No system can hope to succeed, which does not secure this harmony of wills, so that the prisoner shall choose for himself what his officer chooses for him. But, to this end, the officer must really choose the good of the prisoner, and the prisoner must remain in his choice long enough for virtue to become a habit. This consent of wills is an essential condition of reformation.*

XIII. *The interest of society and the interest of the convicted criminal are really identical, and they should be made practically so. At present there is a combat between crime and laws. Each sets the other at defiance,*

*and, as a rule, there is little kindly feeling, and few friendly acts, on either side.*

XIV. *The prisoner's self-respect should be cultivated to the utmost, and every effort made to give back to him his manhood. There is no greater mistake in the whole compass of penal discipline, than its studied imposition of degradation as a part of punishment. Such imposition destroys every better impulse and aspiration. It crushes the weak, irritates the strong, and indisposes all to submission and reform. It is trampling where we ought to raise, and is therefore as unchristian in principle as it is unwise in policy.*

XV. *In prison administration, moral forces should be relied upon, with as little admixture of physical force as possible, and organized persuasion be made to take the place of coercive restraint, the object being to make upright and industrious freemen, rather than orderly and obedient prisoners. Brute force may make good prisoners; moral training alone will make good citizens. To the latter of these ends, the living soul must be won; to the former, only the inert and obedient body.*

XVI. *Industrial training should have both a higher development and a greater breadth than has heretofore been, or is now, commonly given to it in our prisons. Work is no less an auxiliary to virtue, than it is a means of support. Steady, active, honorable labor is the basis of all reformatory discipline. It not only aids reformation, but is essential to it. It was a maxim with Howard, "make men diligent, and they will be honest" -- a maxim which this congress regards as eminently sound and practical.*

XVII. *While industrial labor in prisons is of the highest importance and utility to the convict, and by no means injurious to the laborer outside, we regard the contract system of prison labor, as now commonly practised in our country, as prejudicial alike to discipline, finance, and the reformation of the prisoner, and sometimes injurious to the interest of the free laborer.*

XVIII. *The most valuable parts of the Irish prison system--the more strictly penal stage of separate imprisonment, the reformatory stage of progressive classification, and the probationary stage of natural training--are believed to be as applicable to one country as another--to the United States as to Ireland.*

XIX. *Prisons, as well as prisoners, should be classified or graded so that there shall be prisons for the untried, for the incorrigible and for other degrees of depraved character, as well as separate establishments for women, and for criminals of the younger class.*

XX. *It is the judgement of this congress, that repeated short sentences for minor criminals are worse than useless; that, in fact, they rather stimulate than repress transgression. Reformation is a work of time; and a benevolent regard to the good of the criminal himself, as well as to the protection of society, requires that his sentence be long enough for reformatory processes to take effect.*

XXI. *Preventive institutions, such as truant homes, industrial schools, etc., for the reception and treatment of children not yet criminal, but in danger of becoming so, constitute the true field of promise, in which to labor for the repression of crime.*

XXII. *More systematic and comprehensive methods should be adopted to save discharged prisoners, by providing them with work and encouraging them to redeem their character and regain their lost position in society. The state has not discharged its whole duty to the criminal when it has punished him, nor even when it has reformed him. Having raised him up, it has the further duty to aid in holding him up. And to this end it is desirable that state societies be formed, which shall cooperate with each other in this work.*



XXIII. The successful prosecution of crime requires the combined action of capital and labor, just as other crafts do. There are two well-defined classes engaged in criminal operations, who may be called the capitalists and the operatives. It is worthy of inquiry, whether a more effective warfare may not be carried on against crime, by striking at the capitalists as a class, than at the operatives one by one. Certainly, this double warfare should be vigorously pushed, since from it the best results, as regards repressive justice, may be reasonably hoped for.

XXIV. Since personal liberty is the rightful inheritance of every human being, it is the sentiment of this congress that the state which has deprived an innocent citizen of this right, and subjected him to penal restraint, should, on unquestionable proof of its mistake, make reasonable indemnification for such wrongful imprisonment.

XXV. Criminal lunacy is a question of vital interest to society; and facts show that our laws regarding insanity, in its relation to crime, need revision, in order to bring them to a more complete conformity to the demands of reason, justice and humanity; so that, when insanity is pleaded in bar of conviction, the investigation may be conducted with greater knowledge, dignity and fairness; criminal responsibility be more satisfactorily determined; the punishment of the sane criminal be made more sure, and the restraint of the insane be rendered at once more certain and more humane.

XXVI. While this congress would not shield the convicted criminal from the just responsibility of his misdeeds, it arraigns society itself as in no slight degree accountable for the invasion of its rights and the warfare upon its interests, practised by the criminal classes. Does society take all the steps which it easily might, to change, or at least to improve, the circumstances in our social state that lead to crime; or, when crime has been committed, to cure the proclivity to it, generated by these circumstances? It cannot be pretended. Let society, then, lay the case earnestly to its conscience, and strive to mend in both particulars. Offences, we are told by a high authority, must come; but a special woe is denounced against those through whom they come. Let us take heed that that woe fall not upon our head.

XXVII. The exercise of executive clemency in the pardon of criminals is a practical question of grave importance, and of great delicacy and difficulty. It is believed that the annual average of executive pardons from the prisons of the whole county reaches ten percent of their population. The effect of the too free use of the pardoning power is to detract from the certainty of punishment for crimes, and to divert the mind of prisoners from the means supplied for their improvement. Pardons should be issued for one or more of the following reasons, viz.: to release the innocent, to correct mistakes made in imposing the sentence, to relieve such suffering from ill-health as requires release from imprisonment, and to facilitate or reward the real reformation of the prisoner. The exercise of this power should be by the executive, and should be guarded by careful examination as to the character of the prisoner and his conduct in prison. Furthermore, it is the opinion of this congress that governors of states should give to their respective legislatures the reasons, in each case, for their exercise of the pardoning power.

XXVIII. The proper duration of imprisonment for a violation of the laws of society is one of the most perplexing questions in criminal jurisprudence. The present extraordinary inequality of sentences for the same or similar crimes is a source of constant irritation among prisoners, and the discipline of our prisons suffers in consequence. The evil is one for which some remedy should be devised.

XXIX. Prison statistics, gathered from a wide field and skillfully digested, are essential to an exhibition of the true character and working of our prison systems. The collection, collation and reduction to tabulated forms of such statistics can best be effected through a national prison discipline society, with competent working committees in every state, or by the establishment of a national prison bureau, similar to the recently instituted national bureau of education.

XXX. Prison architecture is a matter of grave importance. Prisons of every class should be substantial structures, affording gratification by their design and material to a pure taste, but not costly or highly ornate. We are of the opinion that those of moderate size are best, as regards both industrial and reformatory ends.

XXXI. The construction, organization and management of all prisons should be by the state, and they should form a graduated series of reformatory establishments, being arranged with a view to the industrial employment, intellectual education and moral training of the inmates.

XXXII. As a general rule, the maintenance of penal institutions, above the county jail, should be from the earnings of their inmates, and without cost to the state; nevertheless, the true standard of merit in their management is the rapidity and thoroughness of reformatory effect accomplished thereby.

XXXIII. A right application of the principles of sanitary science in the construction and arrangements of prisons is a point of vital importance. The apparatus for heating and ventilation should be the best that is known; sunlight, air and water should be afforded according to the abundance with which nature has provided them; the rations and clothing should be plain but wholesome, comfortable, and in sufficient but not extravagant quantity; the bedsteads, bed and bedding, including sheets and pillowcases, not costly but decent, and kept clean, well aired and free from vermin; the hospital accommodations, medical stores and surgical instruments should be all that humanity requires and science should supply; and all needed means for personal cleanliness should be without stint.

XXXIV. The principle of the responsibility of parents for the full or partial support of their criminal children in reformatory institutions has been extensively applied in Europe, and its practical working has been attended with the best results. It is worthy of inquiry whether this principle may not be advantageously introduced into the management of our American reformatory institutions.

XXXV. It is our conviction that one of the most effective agencies in the repression of crime would be the enactment of laws by which the education of all the children of the state should be made obligatory. Better to force education upon the people than to force them into prison to suffer for crimes, of which the neglect of education and consequent ignorance have been the occasion, if not the cause.

XXXVI. As a principle that crowns all, and is essential to all, it is our conviction that no prison system can be perfect, or even successful to the most desirable degree, without some central authority to sit at the helm, guiding, controlling, unifying and vitalizing the whole. We ardently hope yet to see all the departments of our preventive, reformatory and penal institutions in each state moulded into one harmonious and effective system; its parts mutually answering to and supporting each other; and the while animated by the same spirit, aiming at the same objects, and subject to the same control; yet without loss of the advantages of voluntary aid and effort, wherever they are attainable.

XXXVII. This congress is of the opinion that, both in the official administration of such a system, and in the voluntary co-operation of citizens therein, the agency of women may be employed with excellent effect.

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 Minor, John (MI) 1992-1994  
 Mitchell, Anabel P. (FL) 1984-1986  
 Moore, Margaret A. (PA) 1990-1996  
 Morton, Joann B. (SC) 1976-1980  
 Myers, Victoria C. (MO) 1980-1994  
 Natalucci-Persichetti, Geno (OH) 1994-2000  
 Nelson, Ray (CO) 1984-1986  
 Pappert, Ruth M. (IL) 1980-1982  
 Parrish, David (FL) 1992-1998  
 Patrick, Allen L. (OH) 1992-1994  
 Peters, Howard A. III (IL) 1992-1998  
 Petrovsky, Joseph (MO) 1982-1984  
 Phyfer, George M. (AL) 1976-1978  
 Pointer, Donald W. (MD) 1978-1980  
 Pugh, Julian U. (VA) 1978-1980  
 Quinlan, Michael J. (DC) 1986-1990  
 Rapp, Marcella (CO) 1984-1986  
 Rees, John D. (LA) 1988-1992  
 Robinson, Carl (CT) 1982-1984  
 Robinson, William B. (PA) 1980-1984  
 Robuck, Lucille (KY) 1976-1978  
 Rosser, Paul (GA) 1984-1986  
 Rossi, Linda D'Amario (RI) 1980-1982  
 Shirley, Sue (TX) 1980-1982  
 Shope, John T. (NC) 1976-1978  
 Schmidt, Robert (DC) 1986-1988  
 Shumate, Denis (KS) 1990-1996  
 Simonet, John (CO) 1990-1994  
 Singletary, Harry (FL) 1988-1994  
 Sipos, Chiquita (CA) 1984-1986, 1992-1998  
 Sublett, Samuel J. (IL) 1976-1986  
 Swanson, Virginia (WA) 1988-1990, 1992-1994  
 Vassar, B. Norris (VA) 1986-1988  
 Vigil, Celedonio (NM) 1990-1996  
 Ward, Frederick J. (NJ) 1976-1978  
 Weber, J. Robert (NC) 1982-1984  
 Weldon, Paul I. (SC) 1978-1980  
 White, William S. (IL) 1986-1988  
 Wilson, George W. (OH) 1988-1990  
 Wirkler, Norman E. (CO) 1988-1990, 1992-1998  
 Wrenshall, Allen F. (CN) 1982-1984  
 Young, Marjorie H. (GA) 1986-1988, 1990-1992

## MEMBERS OF THE COMMISSION ON ACCREDITATION FOR CORRECTIONS 1974 - 1996

<p>Ackermann, John (NY) 1976-1977          Black, James (CO) 1986-1988*          Blake, Gary (MD) 1979-1984          Braithwaite, John (CN) 1980-1986          Branham, Lynn S. (IL) 1990-1996          Breaux, Donald J. (LA) 1990-1996          Brutsche, Robert L. (VA) 1986-1998          Charters, Paul (FL) 1979-1984          Clute, Penelope D. (NY) 1984-1990          Coate, Alfred B. (MT) 1975-1980          Cocoros, John (TX) 1988-1994          Coleman, Raymond J. (WA) 1984-1990          Crawford, Jacqueline (AZ) 1986-1992          Cunningham, Su (TX) 1992-1998          Dietz, Christopher D. (NJ) 1980-1986          Dunbar, Walter (NY) 1974-1975          Dunning, James (VA) 1990-1996          Elias, Al (NJ) 1979-1980          Elrod, Richard J. (IL) 1984-1986          Enomoto, J.J. (CA) 1980-1986          Evans, David C. (GA) 1988-1990          Fant, Fred D. (NJ) 1974-1978          Farkas, Gerald M. (PA) 1974-1978          Fryer, Gordon L. (IL) 1974-1978          George, B. James, Jr. (NY) 1979-1984          Gladstone, William E. (FL) 1981-1986          Goodrich, Edna L. (WA) 1978-1982          Green, Leslie R. (MN) 1979-1984          Hammergren, Donald R. (MN) 1975-1979          Hays, Bonnie L. (OR) 1987-1992          Heard, John (TX) 1974-1978          Heyne, Robert P. (IN) 1974-1977          Hopkins, Wayne (DC) 1974-1977          Huggins, M. Wayne (VA) 1983-1988*          Irving, James R. (IL) 1981-1986          Jackson, Ron (TX) 1990-1996          Jackson, Ronald W. (GA) 1992-1998          Jefferson, Ralph A. (WI) 1978-1983          Johnson, Perry M. (MI) 1986-1992          Jordan, James M. (IL) 1984-1996          Kehoe, Charles J. (MD) 1983-1988          Lucas, William (MI) 1978-1983          Maciekowich, Z.C. (AZ) 1974-1975          Mangogna, Thomas J. (MO) 1974-1979</p>	<p>Martinez, Orlando L. (CO) 1986-1992          Maynard, Gary M. (OK) 1990-1994          McGough, John (WA) 1979-1984          Minor, John (MI) 1988-1994          Moeller, H.G. (NC) 1974-1980          Moore, Edgar C. (Ted) (SC) 1982-1988*          Morrissey, Thomas H. (NC) 1979-1980          Myers, Victoria C. (MO) 1982-1994          Newberger, Jay M. (SD) 1984-1990          Nichols, R. Raymond (ME) 1974-1976          Nuernberger, W.W. (NE) 1974-1979          Omodt, Don (MN) 1979-1980          Orlando, Frank A. (FL) 1986-1992          Parsons, Michael (OK) 1994-2000          Patrick, Allen L. (OH) 1990-1996          Patterson, Wayne K. (CO) 1978-1983          Phyfer, George M. (AL) 1986-1998          Pointer, W. Donald (MD) 1974-1977          Quinn, Luke (MI) 1988-2000          Ramirez, Teresa V. (TX) 1994-2000          Rapp, Marcella C. (CO) 1977-1982          Reed, Amos E. (NC) 1976-1981          Riedman, Irvin M. (ND) 1975-1980          Rodriguez, Felix (NM) 1979-1980          Rossi, Linda D'Amario (RI) 1981-1986          Rowan, Joseph R. (IL) 1974-1980          Shirley, Sue (TX) 1981-1986          Simonet, John (CO) 1990-1996          Singletary, Harry (FL) 1992-1998          Skoler, Daniel (DC) 1974-1979          Stalder, Richard (LA) 1994-2000          Swanson, Virginia (WA) 1984-1998          Tremont, J. Steven (LA) 1977-1982          Van DeKamp, John (CA) 1974-1976          Watson, Robert J. (OR) 1977-1982          Weber, J. Robert (KY) 1974-1981          Webster, Marjorie (NH) 1992-1998          Wheeler, Martha E. (MI) 1974-1977          White, William S. (IL) 1983-1988          Wilson, George W. (KY) 1982-1988*          Wirkler, Norman E. (CO) 1984-1990          Young, Marjorie H. (GA) 1986-1998          Youngken, Michael (KS) 1994-2000</p>
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\*Based on an extension of original term in order to correspond with ACA election year.

**THE AMERICAN CORRECTIONAL ASSOCIATION  
MEMBERS OF THE BOARD OF GOVERNORS  
DURING THE STANDARDS AND ACCREDITATION ERA  
1974-1996**

Adamek, F. Jerald (CO) 1976-1978  
 Adams, Betty K. (TN) 1990-1994  
 Agee, Vicki L. (OH) 1986-1988  
 Andersen, Carolyn (UT) 1984-1986  
 Anderson, Charles (ID) 1974-1975  
 Anderson, Judy C. (SC) 1992-1996  
 Avery, Dennis (MN) 1988-1990, 1992-1994  
 Avery, Michael T. (TX) 1975-1976  
 Barker, Marjorie H. (IN) 1976-1980  
 Barrington, R.W. (CN) 1976-1978  
 Bergen, Donna R. (MO) 1986-1988  
 Belleque, Les (OR) 1980-1984  
 Beto, George (TX) 1974-1976  
 Bills, John D. (ID) 1974-1976  
 Bishop, Frank B. III (VA) 1980-1984  
 Black, James T. (DC) 1980-1982  
 Black, Lee Roy (MO) 1984-1988  
 Black, Raymond M. (CA) 1975-1976  
 Blanchard, Don E. (UT) 1986-1988  
 Blanton, Jack V. (FL) 1974-1976  
 Bowman, Jon G. (WA) 1978-1980  
 Boyle, Edward C. (CA) 1974-1976  
 Brahe, Champ K. (FL) 1978-1980  
 Braithwaite, John W. (CN) 1974-1975  
 Breed, Allen F. (CA) 1974-1976, 1984-1988  
 Breslin, Maurice (OH) 1974-1975  
 Brewer, Ernesteen (TN) 1974-1975  
 Briscoe, Judy Culpepper (TX) 1988-1996  
 Brown, James W. (IL) 1990-1994  
 Brown, Robert Jr. (MI) 1988-1990  
 Bruce, Ronald D. (ID) 1976-1978  
 Bryant, Robert C. (KY) 1975-1976  
 Byrd, John W. (TX) 1986-1988  
 Cain, Robert D. Jr. (AZ) 1976-1980  
 Callahan, Thomas J. (CA) 1984-1986  
 Campbell, John D. (NC) 1974-1978  
 Carlson, Norman A. (DC) 1974-1982  
 Casas, Anthony (CA) 1982-1984  
 Case, John (PA) 1974-1975  
 Cass, E.R. (NY) 1974-1976  
 Charters, Paul J. (FL) 1975-1980  
 Chunn, Gwendolyn C. (NC) 1992-1996  
 Ciuros, William Jr. (NY) 1984-1988  
 Cocoros, John A. (TX) 1982-1984  
 Coffey, Betsy (KY) 1982-1986  
 Colvin, Kay. H. (CO) 1974-1978  
 Cooper, Bennett J. (OH) 1975-1976, 1982-1992  
 Corbett, Gary (C) 1976-1978  
 Corrothers, Helen G. (DC) 1980-1994  
 Crawford, Fred L. (FL) 1988-1990  
 Crawford, Jacqueline (AZ) 1975-1976, 1980-1982  
 Cunningham, Chester R. (CN) 1982-1986  
 Cunningham, Su (TX) 1982-1990  
 Davis, Mary C. (NY) 1976-1978

Davis, Pamela Jo (FL) 1988-1990  
 Davis, Rendell A (PA) 1984-1986  
 Decell, Grady A. (SC) 1978-1980  
 DeHart, Doris (VA) 1980-1982  
 Denton, George (OH) 1974-1975  
 Dunlap, Earl L. (KY) 1986-1988  
 Dye, Larry L. (NY) 1988-1990  
 Eastland, Charles (KY) 1978-1980  
 Emmelhainz, Edgar Jr. (FL) 1976-1978  
 Erickson, Don R. (ID) 1974-1978  
 Estelle, W.J. Jr. (TX) 1975-1980  
 Evan, Mary Ann (OR) 1976-1978  
 Evans, Walter (OR) 1975-1976  
 Farkas, Gerald M. (MD) 1980-1982  
 Ferris, Jane (MD) 1976-1978  
 Freeman, Robert A. (WA) 1974-1978  
 Gable, Katherine (MA) 1976-1978  
 Gagnon, John R. (WI) 1978-1980  
 Gaudio, Anthony (VA) 1976-1978  
 Gispert, Ana I. (FL) 1984-1990  
 Gondles, James A. Jr. (VA) 1986-1990, 1992-1994  
 Gubbins, Edmund (CT) 1974-1975  
 Guillen, Rudy (VA) 1975-1976  
 Hahn, Paul H. (OH) 1976-1978, 1982-1984  
 Hall, Frank A. (MD) 1982-1984  
 Hammergren, Donald R. (MN) 1974-1975,  
 1982-1984  
 Hardesty, George A. (KY) 1976-1978, 1980-1982  
 Hatrak, Robert S. (NV) 1982-1984  
 Hill, Gary (NE) 1974-1976, 1982-1984  
 Hill, Jerry D. (CA) 1986-1988  
 Holden, Tamara (OR) 1990-1994  
 Hopkins, Arnold J. (MD) 1984-1996  
 Howard, Ray E. (FL) 1975-1976  
 Housewright, Vernon G. (IL) 1975-1980  
 Hunter, Susan M. (DC) 1984-1986  
 Hubanks, Allan C. (FL) 1974-1975  
 Hughes, Gail (MO) 1974-1975, 1990-1996  
 Huskey, Bobbie L. (IL) 1984-1986, 1988-1994  
 Hutto, T. Don (TN) 1982-1988  
 Jackson, Ronald G. (TX) 1978-1980  
 Johnson, Perry M. (MI) 1980-1984, 1990-1994  
 Johnson, Terry L. (OR) 1974-1975  
 Kehoe, Charles J. (MD) 1974-1975, 1978-1982  
 Kehoe, John (CA) 1974-1975  
 Keller, Oliver J. (FL) 1974-1978  
 Killinger, George G. (TX) 1980-1982  
 Koenning, Keith A. (CO) 1975-1978  
 Kuharich, Anthony S. (IL) 1974-1978  
 Kyle, James F. (TN) 1994-1998  
 Lawrence, James J. (OH) 1994-1998  
 Leeke, William D. (SC) 1974-1980  
 Lejins, Peter P. (MD) 1974-1976  
 Lightsey, Michael (TX) 1976-1978

Lindsey, John W. (TX) 1974-1976  
Livingston, Shirley H. (FL) 1974-1976  
Maciekowich, Z.D. (AZ) 1974-1975  
Mahoney, Michael J. (IL) 1988-1990  
Maloney, Francis H. (CT) 1975-1976  
Mangogna, Thomas J. (MO) 1974-1976  
Marshall, Ralph O. (ID) 1976-1978  
McCartt, John M. (OH) 1974-1980  
McGee, Thomas (CA) 1974-1975  
McMahon, John F. (NY) 1974-1978  
Mercantino, Anthony (NJ) 1974-1975  
Milliken, William V. (FL) 1984-1986, 1988-1990  
Moeller, H.G. (NC) 1974-1976, 1980-1986  
Moll, Robert A. (KY) 1975-1976  
Mondragon, Eloy L. (NM) 1994-1996  
Morton, Joann B. (SC) 1975-1978, 1980-1982  
Murray, Lane, (TX) 1975-1980  
Myers, Victoria (MO) 1982-1984  
Nardini, William (IN) 1974-1976  
Nelson, JoAnn Longo (WA) 1986-1990, 1992-1996  
Neumann, Sharon R. (OK) 1992-1996  
Norman, Goerge W. Jr. (MO) 1976-1978  
Northen, Thomas J. III (VA) 1980-1982  
Olsen, Raymond S. (DC) 1974-1976  
O'Sullivan, James P. (CN) 1982-1984, 1986-1988  
Page, Donald M. (CN) 1988-1990, 1992-1996  
Pappert, Ruth M. (IN) 1978-1980  
Parrish, David M. (FL) 1992-1996  
Patterson, Wayne K. (CO) 1976-1978  
Pease, Robert C. (NE) 1975-1976  
Penny, Lawrence D. (KS) 1974-1978  
Peters, Howard A. III (IL) 1984-1986  
Pinckney, Vergil M. (MI) 1984-1988  
Pogue, Edwin T. (NV) 1976-1978  
Pointer, W. Donald (MD) 1975-1978  
Poole, Harry W. (FL) 1984-1986  
Pugh, Julian U. (CA) 1978-1980  
Quinlan, J. Michael (DC) 1988-1990  
Rapp, Marcella (CO) 1974-1984  
Reed, Amos (WA) 1978-1984  
Reina, Charles F. (CT) 1984-1986  
Rhay, B.J. (WA) 1974-1975  
Riley, J. Bryan (MA) 1980-1984, 1988-1990  
Robinson, Carl (CT) 1980-1982  
Rodriquez, Felix (NM) 1974-1980

Rossi, Linda D'Amario (MD) 1986-1990  
Roush, David W. (MI) 1988-1990  
Ruth, Harry I. (MO) 1976-1978  
Ryan, T.A. (SC) 1990-1998  
Schoenbacher, R.O.D. (TX) 1975-1978  
Seidler, Carl A. (MD) 1975-1976  
Sellers, Bertis H. (NC) 1978-1980  
Sheridan, Eugene T. (MO) 1976-1978  
Sheridan, John (NH) 1994-1998  
Shirley, Sue (TX) 1980-1982  
Shumate, Denis J. (KS) 1992-1996  
Sipos, Chiquita A. (CA) 1984-1986, 1988-1996  
Smith, L.D. (ID) 1974-1980  
Smith, Rex (MD) 1980-1982  
Stepanik, Ronald (FL) 1988-1990  
Stith, Ann Carter (MO) 1974-1975  
Strickland, Katherine G. (AZ) 1974-1976  
Sublett, Samuel Jr. (IL) 1975-1978, 1986-1992  
Swanson, Virginia (WA) 1982-1984  
Taylor, Donald W. (TX) 1986-1988  
Tiku, Jatindar M. (DE) 1975-1976  
Todman, Lionel A. (VA) 1975-1976  
Torres, Ruben M. (TX) 1980-1984  
Tracy, Chris (TX) 1980-1982  
Travisono, Anthony P. (MD) 1974-1990  
Treadwell, Mary (DC) 1992-1996  
Troje, Bernard M. (MN) 1975-1976  
Umina, Anthony (NY) 1986-1988  
Vermillion, W.R. (MO) 1976-1978  
Vigil, Celedonio (NM) 1992-1996  
Walker, Charles W. (OH) 1974-1976  
Walsh, James F. (MO) 1975-1978  
Washington, Rose W. (NY) 1992-1996  
Watson, Robert J. (DE) 1986-1990  
Weddington, William E. (VA) 1990-1994  
Weis, Raymond J. (KY) 1975-1978  
Weldon, Paul I. (SC) 1978-1980  
Wells, J.D. (TX) 1974-1975  
West, Pearl (CA) 1980-1982  
Whitson, Charles M. (OH) 1976-1978  
Winans, Harvey D. (WI) 1984-1986  
Wolford, Bruce I. (KY) 1986-1990  
Wright, Roberts J. (ME) 1974-1975  
Young, Jack G. (MN) 1975-1976

**PRESIDENTS OF THE AMERICAN CORRECTIONAL ASSOCIATION  
1870 - 1996**

Rutherford B. Hayes, Ohio 1870-1873  
 H. Seymour, New York 1873-1876  
 Rutherford B. Hayes, Ohio 1876-1892  
 R. Brinkerhoff, Ohio 1882-1897  
 Z.R. Brockway, New York 1897-1898  
 R.W. McClaugery, Illinois 1898-1899  
 E. S. Wright, Pennsylvania 1899-1900  
 J.F. Scott, Massachusetts 1900-1901  
 C.R. Henderson, Illinois 1901-1902  
 H. Wolfer, Minnesota 1902-1903  
 C.T. Lewis, New York 1903-1904  
 A. Garvin, Connecticut 1904-1905  
 C.V. Collins, New York 1905-1906  
 E.G. Murphy, Illinois 1906-1907  
 J.L. Milligan, Pennsylvania 1907-1908  
 J.T. Gilmour, Canada 1908-1909  
 A.W. Butler, Indiana 1909-1910  
 T.B. Patton, Pennsylvania 1910-1911  
 F.G. Pettigrove, Massachusetts 1911-1912  
 J.A. Leonard, Ohio 1912-1913  
 S.G. Smith, Minnesota 1913-1914  
 J.P. Byers, New Jersey 1914-1915  
 A. Pratt, Utah 1915-1916  
 D.C. Peyton, Indiana 1916-1918  
 B.M. Spurr, West Virginia 1918-1919  
 G.W. Wickersham, New York 1919-1920  
 C.B. Adams, Illinois 1920-1921  
 H.H. Hart, New York 1921-1922  
 L.E. Lawes, New York 1922-1923  
 C.H. Johnson, New York 1923-1924  
 Frank Moore, New Jersey 1924-1925  
 Sanford Bates, Massachusetts 1925-1926  
 W.F. Penn, Pennsylvania 1926-1927  
 E.R. Cass, New York 1927-1928  
 G.C. Erskine, Connecticut 1928-1929  
 C.J. Swendsen, Minnesota 1929-1930  
 L.C. Faulkner, New York 1930-1931  
 Oscar Lee, Wisconsin 1931-1932  
 W.N. Thayer Jr., New York 1932-1933  
 Calvin Derrick, New Jersey 1933-1934  
 S.P. Ashe, Pennsylvania 1934-1935  
 B.L. La Du, Illinois 1935-1936  
 William J. Ellis, New Jersey 1936-1937  
 Rice M. Youell, Virginia 1937-1938  
 A.H. MacCormick, New York 1938-1939  
 J.V. Bennett, District of Columbia 1939-1940

James A. Johnston, California 1940-1941  
 G. Howland Shaw, District of Columbia 1941-1942  
 Richard A. McGee, Washington 1942-1943  
 Joseph W. Sanford, Georgia 1943-1944  
 Garrett Heyns, Michigan 1944-1945  
 Sam A. Lewisohn, New York 1945-1946  
 Harold E. Donnell, Maryland 1946-1947  
 W. Frank Smyth Jr., Virginia 1947-1948  
 John C. Burke, Wisconsin 1948-1949  
 J. Stanley Sheppard, New York 1949-1950  
 Joseph E. Ragen, Illinois 1950-1951  
 James W. Curran, Maryland 1951-1952  
 Ralph B. Gibson, Canada 1952-1953  
 Walter M. Wallack, New York 1953-1954  
 Kenyon J. Scudder, California 1954-1955  
 Myrl E. Alexander, District of Columbia 1955-1956  
 E. Preston Sharp, Pennsylvania 1956-1957  
 Roberts J. Wright, New York 1957-1958  
 O.B. Ellis, Texas 1958-1959  
 Rev. Gervase Brinkman, Illinois 1959-1960  
 Sanger B. Powers, Wisconsin 1960-1961  
 Arthur T. Prasse, Pennsylvania 1961-1962  
 Peter P. Lejins, Maryland 1962-1963  
 Harry C. Tinsley, Colorado 1963-1964  
 Donald Clemmer, District of Columbia 1964-1965  
 Harold V. Langolis, Rhode Island 1965-1966  
 Walter Dunbar, District of Columbia 1966-1967  
 Parker L. Hancock, New Hampshire 1967-1968  
 Ellis C. MacDougall, Connecticut 1968-1969  
 Dr. George Beto, Texas 1969-1970  
 Louie L. Wainwright, Florida 1970-1971  
 Maurice H. Sigler, District of Columbia 1971-1972  
 Martha E. Wheeler, Ohio 1972-1973  
 Joseph S. Coughlin, Illinois 1973-1974  
 John W. Braithwaite, Canada 1974-1975  
 Oliver J. Keller, Florida 1975-1976  
 William D. Leeke, South Carolina 1976-1978  
 Norman A. Carlson, District of Columbia 1978-1980  
 Amos E. Reed, North Carolina 1980-1982  
 H.G. Moeller, North Carolina 1982-1984  
 T. Don Hutto, Tennessee 1984-1986  
 Su Cunningham, Texas 1986-1988  
 Samuel Sublett Jr., Illinois 1988-1990  
 Helen G. Corrothers, Maryland 1990-1992  
 Perry M. Johnson, Michigan 1992-1994  
 Bobbie L. Huskey, Illinois 1994-1996







**B. Annual Budget**

**1. On the Facility**

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**2. On the Agency**

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**C. Program**

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**D. Construction** (describe the impact your proposal may have on the physical plant)

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**E. Legal/Legislative**

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