

COMMONWEALTH OF VIRGINIA



**MINIMUM STANDARDS
FOR
LEARNING CENTERS**

OF

**DEPARTMENT OF CORRECTIONS
DIVISION OF YOUTH SERVICES**

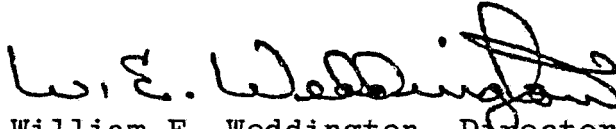
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F O R E W O R D

The Division of Youth Services, Department of Corrections through the efforts of many employees and associate staff persons has developed Minimum Standards for Learning Centers in Virginia. These Standards are designed to act as a general guide from which basic programs and operational procedures may be incorporated into Virginia's learning centers. The Standards are also designed to facilitate the development of individual procedural manuals for each of the learning centers.

The Minimum Standards is the first comprehensive document to be developed for the Virginia learning centers. From time to time they will be reviewed, amended, and returned to the State Board for endorsement of recommended changes as such action is required.

The Division expresses appreciation to the many staff and interested non-divisional personnel who over the months participated in the development of these Standards. Special recognition must be given to Mr. Raymon J. Cowans, Project Director, and to Mrs. Judy Tucker, Secretary, for their dedication and diligence in bringing this project to a successful conclusion.


William E. Weddington, Director
Division of Youth Services



WILLIAM E. WEDENHORN
Division Director

COMMONWEALTH of VIRGINIA

DEPARTMENT OF CORRECTIONS DIVISION OF YOUTH SERVICES

302 Turner Road
Richmond, Virginia 23225

November 14, 1977

TO: LEARNING CENTER STAFF

The Minimum Standards for Learning Centers which appear in this package represent over two years of dedicated work on the part of Division of Youth Services staff and those outside the Division. The development of these standards was not easy since research indicated very little in the way of models to rely on from other states. In this respect, the Division is in the forefront as one of the first agencies to develop standards in this particular area.

It should be recognized that the Minimum Standards formally represent for the first time a framework for programming within the centers. In the same token they provide the direction for future programming efforts as well as a basis for periodic evaluations with bench marks for measuring progress.

In conclusion I am extremely pleased with the results achieved during our first effort and expect that these efforts will be continued in the future. Also, it should be remembered that an even larger task remains which relates to implementation of these standards. Without question, the implementation phase will require even more hard work and cooperation on the part of all staff. I am confident that we will be successful in this effort which will result in improved services for children.

Sincerely,

A handwritten signature in cursive script that reads "Frank B. Bishop III".

Frank B. Bishop, III
Assistant Director
Institutional Services

FBB:jt

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PART I
ADMINISTRATION

100. ADMINISTRATION

Every learning center should have sound plans and policies of organization and administration. These policies and procedures should be designed to serve the specific purposes of the learning center and facilitate the best possible treatment program for the individual student. The organization of the learning center should be such that legal responsibility is clearly defined and administrative authority is specifically designated and placed.

101. ORGANIZATIONAL STRUCTURE

For a learning center to operate successfully careful attention must be given to the development of a sound organizational structure based upon recognized principles of administration and the goals of the agency.

- 101.1 The administrative organization of the learning center shall: (a) limit the number of persons reporting directly to the superintendent by grouping closely related functions into departments, sections and units; (b) delineate working relationships and facilitate the coordination of staff efforts; and (c) clearly define lines of responsibility, authority and delegation of authority in written form with an organization chart of the learning center.
- 101.2 An organizational system shall be established on management by objective principles.
- 101.3 A system of communication with staff and students shall be provided throughout the organization of the learning center as evidenced by a written policy by July 1, 1978.
- 101.4 An annual assessment of the learning center's total operation shall be conducted to insure compliance with policies, procedures and minimum standards.
- 101.5 Each learning center shall develop and maintain a community relations program.
- 101.6 Each learning center shall have an annual inventory of all equipment and supplies.

102. FISCAL MANAGEMENT

Sound fiscal management is essential to the successful administration of any institutional system and since fiscal management is basically a tool of management, it shall be adapted to the requirements of management and to the budgeting practices of the Commonwealth of Virginia.

102.1 Each learning center shall exercise fiscal control which shall be in accordance with unified accounting procedures as established by the Comptroller.

102.2 Each learning center shall maintain a record of accounts with internal and external auditors checking its procedures periodically.

103. ADMINISTRATIVE STRUCTURE

The administrative structure of each learning center shall be staffed with the appropriate personnel which are consistent with the principles of sound management.

SUB-PART A - SUPERINTENDENT

The learning center executive sets the tone and pace for the learning center. The training and skill that the superintendent possesses is one of the most pertinent forces in the creation and continuation of an effective treatment program. A superintendent shall have the training, experience, emotional stability and maturity that will command the respect of the various professional persons who make up the core of the learning center program. The superintendent shall meet the minimum Virginia personnel requirements for this position.

- 103.1 The superintendent shall have full authority and responsibility for the management of the personnel, students and programs of the learning center consistent with laws, policies and procedures applicable to that position.
- 103.2 The superintendent shall be directly responsible to the assistant director for Institutional Services, Division of Youth Services.
- 103.3 The superintendent of each learning center shall be accountable for all expenditures related to the operation of that center.
- 103.4 The superintendent is responsible for the delivery of treatment services to meet the needs of students.
- 103.5 The superintendent shall have an administrative team to conduct programs and work of the learning center consisting of department heads and any other staff members the superintendent designates.

- 103.6 The superintendent shall assume responsibility for the development of a public relations program.
- 103.7 The superintendent shall be responsible for developing an annual report which will be reflective of the program achievement of the learning center by January 1, 1979.
- 103.8 The superintendent shall establish and maintain a community advisory committee to serve as a liaison between the community and learning center to promote direct community involvement in the learning center. This committee shall be composed of at least five citizens appointed for staggered terms serving without pay other than reimbursement for expenses. Advisory committee members should be representative of different geographical areas and interests. The community advisory committee should meet at least quarterly.
- 103.9 The learning center superintendent shall develop policies which insure fair and equitable treatment of all staff, students, visitors and others who have contact with the center.
- 103.10 The superintendent shall establish a rules committee which shall be responsible for the development of a student handbook and its annual revision by July 1, 1978.
- 103.11 The superintendent shall appoint a safety committee whose duties shall be to develop a safety program, conduct regular safety instructional meetings with personnel, and make regular safety inspections. A written report shall be submitted to the superintendent from the safety committee concerning their findings and recommendations written a week after the inspection.
- 103.12 The superintendent, maintenance supervisor and appropriate staff shall jointly make an inspection at least once a month of the entire facility.
- 103.13 The superintendent shall establish a system for maintaining and

controlling keys by January 1, 1978.

- 103.14 The superintendent shall establish and maintain a system of administrative coverage at the learning center at all times.
- 103.15 The superintendent shall have available the current address and telephone number of all employees for use in emergency situations.
- 103.16 The superintendent shall establish goals and objectives to enhance professional growth for staff.
- 103.17 The superintendent shall plan, develop, implement, coordinate, monitor and evaluate campus, off-campus and all related activities and maintain an awareness of staff and students.

SUB-PART B - ASSISTANT SUPERINTENDENT

The assistant superintendent shall have training, experience and emotional stability and maturity that will command the respect of the various professional persons who make up the core of the learning center program. The assistant superintendent shall meet the minimum Virginia personnel requirements for this position.

1. ASSISTANT SUPERINTENDENT FOR ADMINISTRATION

- 103.18 Each learning center shall have an assistant superintendent for administration unless otherwise specified by the director of the Division of Youth Services.
- 103.19 The assistant superintendent for administration shall supervise the total operation of the business office, maintenance department, personnel, stores, food service program, medical and any other service area designated by the superintendent.
- 103.20 The assistant superintendent for administration shall be responsible to the superintendent for budget planning, fiscal control, implementation of economical use of all equipment and supplies, and the staff payroll and any other administrative functions designated by the superintendent.

- 103.21 The assistant superintendent for administration shall establish goals and objectives to enhance professional growth, management development, provide training opportunities for staff under their supervision and themselves.
- 103.22 The assistant superintendent for administration shall plan, develop, implement, coordinate, monitor and evaluate administrative and related activities and maintain an awareness of staff and students.

2. ASSISTANT SUPERINTENDENT FOR TREATMENT PROGRAMS

- 103.23 Each learning center shall have an assistant superintendent for treatment programs.
- 103.24 The assistant superintendent for treatment programs directs and coordinates the treatment services of the learning center and any other areas designated by the superintendent.
- 103.25 The assistant superintendent for treatment programs shall be responsible for developing programs and procedures in the treatment areas of the learning center. The assistant superintendent for treatment programs shall be responsible for coordinating training and treatment programs to meet individual needs of students and staff in accordance with the requirements of the learning center.
- 103.26 The assistant superintendent for treatment programs shall be responsible for monitoring and improving the learning center treatment program and assisting in personnel and budget planning.
- 103.27 The assistant superintendent for treatment programs shall supervise cottage life programs, activities programs, social services and recreational activities.
- 103.28 The assistant superintendent for treatment programs shall establish goals and objectives to enhance professional growth, management development, provide training opportunities for themselves, social services personnel and cottage life staff.

- 103.29 The assistant superintendent for treatment programs shall plan, develop, implement, coordinate, monitor and evaluate treatment programs and related activities and maintain an awareness of staff and students.

SUB-PART C - CLUSTER LEADER (Corrections Institution Rehabilitation Supervisor - CIRS)

The day-to-day line functioning of a learning center treatment program is under the direct supervision of the cluster leader (CIRS). The supervision of the counselors (corrections institution rehabilitation counselors), cottage managers (project supervisor B's), cottage treatment teams, and programs operating in a cluster leader's (CIRS's) cluster comprise the line responsibilities of the cluster leader (CIRS). The cluster leader (CIRS) shall meet the minimum Virginia personnel requirements for this position.

- 103.30 There shall be one cluster leader (CIRS) for every three (3) living units unless otherwise specified by the director of the Division of Youth Services.

- 103.31 The cluster leader (CIRS) shall establish goals and objectives to enhance professional growth, management development, provide training opportunities for social service staff and cottage life staff under his/her supervision.

- 103.32 The cluster leader (CIRS) shall provide direct supervision for the cottage managers (project supervisor B's) assigned a given cluster. This shall include job performance ratings, establishing goals and objectives to enhance their professional growth, management development and provide training opportunities. The cluster leader (CIRS) shall plan, develop, implement, coordinate, monitor and evaluate cottage activity programs and maintain an awareness of staff and students under the cottage manager's (project supervisor B's) supervision.

- 103.33 The cluster leader (CIRS) shall supervise each living unit treatment team cottage assigned to a given cluster. This shall include routine observation of treatment meetings, requesting and reviewing written reports from each treatment team, act as a resource for treatment teams (treatment issues; interpret learning center, division and department policy) and insure that the rights of students are protected and humanistic approaches are utilized to meet student needs.
- 103.34 Under the direction of the assistant superintendent for treatment programs, the cluster leader (CIRS) shall assist in developing programs and procedures in the treatment areas of the learning center.

SUB-PART D - SHIFT COORDINATOR (Training School Supervisor - TSS)

The day-to-day monitoring of all learning center operations is the responsibility of the shift coordinator (TSS). The shift coordinator (TSS) shall meet the minimum Virginia personnel requirements for this position.

- 103.35 There shall be six (6) shift coordinators (TSS) assigned to each learning center, unless otherwise specified by the director of the Division of Youth Services.
- 103.36 The shift coordinator (TSS) in the absence of the superintendent and assistant superintendent(s) or appropriate cluster leader shall be delegated full authority and responsibility for the management of personnel, students and programs in the learning center.
- 103.37 The shift coordinator (TSS) shall enhance professional growth, management development, provide orientation and training for cottage life staff and themselves.
- 103.38 The shift coordinator (TSS) shall plan, develop, implement, coordinate, monitor and evaluate campus, off-campus and other related activities and maintain an awareness of staff and students.

103.39 There shall be a shift coordinator (TSS) on duty 24 hours a day, 7 days a week.

103.40 A shift coordinator's log shall be developed and maintained on a shift-by-shift basis as defined by divisional and learning center policy.

SUB-PART E - DIVISION CAMP DIRECTOR

The division camp director is responsible for providing a multi-purpose program with a variety of meaningful, educational and recreational experiences for students during day, evening and weekend periods. The division camp director shall meet the minimum Virginia personnel requirements for this position.

103.41 The division camp director shall be responsible for the total camp program.

103.42 The division camp director shall plan, develop and distribute an annual report of the camping program and activities.

103.43 The division camp director shall meet on a regularly scheduled basis with the camping steering committee to plan, coordinate, implement and evaluate all aspects of the camping program.

103.44 The division camp director shall require staff supervising students to remain with students throughout their stay at camp unless relieved by division camp director or his designee.

103.45 The division camp director shall establish goals and objectives to enhance professional growth, management development, provide training opportunities for staff and self.

103.46 The division camp director shall plan, develop, implement, coordinate, monitor and evaluate camping and other related activities and maintain an awareness of staff and students.

SUB-PART F - FOOD SERVICE SUPERVISOR

The food service supervisor shall be qualified by training and experience in nutrition and in the purchase and preparation of food. The food service supervisor shall meet the minimum Virginia personnel requirements for this position.

- 103.47 The food service supervisor shall be responsible to provide students with three well balanced nutritious meals per day.
- 103.48 The food service supervisor shall be responsible for maintaining a running inventory on food stuff, equipment and other related supplies.
- 103.49 The food service supervisor shall establish goals and objectives to enhance professional growth, management development, provide training opportunities for food service staff and themselves.
- 103.50 The food service supervisor shall plan, develop, implement, coordinate, monitor and evaluate food service and related activities and maintain an awareness of staff and students.

SUB-PART G - HEAD NURSE

The head nurse shall be responsible for assuring that medical and dental services for students are provided. The head nurse shall meet the minimum Virginia personnel requirements for this position.

- 103.51 The head nurse shall establish schedules to assure that newly committed students are examined within twenty-four hours.
- 103.52 The head nurse shall establish goals and objectives to enhance professional growth, management development, provide training opportunities for staff and themselves.
- 103.53 The head nurse shall plan, develop, implement, coordinate, monitor and evaluate medical and related activities and maintain an awareness of staff and students.

SUB-PART H - RECREATION SUPERVISOR

The recreation supervisor shall coordinate the entire recreational program (campus-wide, living unit or special group oriented and off-campus activities) designed for the learning center. The recreation supervisor shall meet the minimum Virginia personnel requirements for this position.

- 103.54 The recreation supervisor shall be a member of the learning center activities committee.
- 103.55 The recreation supervisor shall establish goals and objectives to enhance professional growth, management development, provide training opportunities for staff and themselves.
- 103.56 The recreation supervisor shall plan, develop, implement, coordinate, monitor and evaluate recreational and related activities and maintain an awareness of staff and students.

SUB-PART I - MAINTENANCE SUPERVISOR

The maintenance supervisor shall be responsible for operating and maintaining the efficiency of the physical plant. The maintenance supervisor shall meet the minimum Virginia personnel requirements for the position.

- 103.57 The maintenance supervisor shall coordinate emergencies, routine and preventive maintenance activities in the learning center.
- 103.58 The maintenance supervisor shall establish goals and objectives to enhance professional growth, management development, provide training opportunities for staff and themselves.
- 103.59 The maintenance supervisor shall plan, develop, implement, coordinate, monitor and evaluate maintenance and related activities and maintain an awareness of staff and students.

SUB-PART J - VOLUNTEER COORDINATOR

The volunteer coordinator shall be responsible for the overall volunteer program of the learning center. The volunteer coordinator shall meet the minimum Virginia personnel requirements for the position.

- 103.60 The volunteer coordinator shall be responsible for the recruiting, orientation and training of volunteers in the learning center.
- 103.61 The volunteer coordinator shall abide by the policies and procedures established by the Department, Division and learning center.
- 103.62 The volunteer coordinator shall plan, develop, implement, coordinate and evaluate volunteer programs and related activities and maintain an awareness of staff and students.

104. PERSONNEL PRACTICES

The most important treatment device in the learning center program is the relationship between the students and the staff. The staff's attitude toward the students depends upon many factors beyond the control of the learning center superintendent. One factor, however, job satisfaction, can be readily affected by sound administrative procedures. Every learning center shall support personnel policies that insure a level of staff morale and enhance the possibility of conducting an efficient and effective program.

- 104.1 Appropriate federal, state, departmental, divisional and learning center personnel policies shall be in writing and available to all staff members.
- 104.2 Clear and defined channels shall be provided for staff participation in the formulation of administrative policy and procedure.
- 104.3 All staff members shall have medical examinations prior to employment. A medical statement from a licensed physician shall be on file in the personnel file for each staff member.
- 104.4 Every employee of the learning center shall be provided with an official Department of Corrections identification card. At termination of employment, an employee shall turn in his identification card to his immediate supervisor or administrator on duty.
- 104.5 All staff shall be governed by the 1942 Virginia Personnel Act as amended.
- 104.6 Decorum with learning center students and staff with whom they work shall be warm, friendly, understanding, and professional in quality.
- 104.7 Employees shall dress and maintain their appearance in a manner appropriate for their job assignment. The superintendent shall have authority to determine the suitability of any employee's dress or

appearance while on duty and to require such changes or modifications as deemed appropriate.

104.8 It shall be the duty of all employees to report immediately to their supervisor any information bearing on the security of the learning center, policy infractions or law infractions by staff or students of the Division of Youth Services.

104.9 In an emergency, any employee may be assigned to any duty by the superintendent or designee and shall continue on such assignment until properly relieved. Likewise, in an emergency, any off-duty employee may be recalled for service and shall continue on such duty until properly relieved.

104.10 In addition to the general orientation, each new staff member shall receive at least 16 hours of specific job orientation prior to permanent assignment.

104.11 All information relating to a student shall be collected, stored and disseminated in a manner which protects the welfare and privacy of the student and is utilized only in his/her best interest according to the confidentiality policy of the Division of Youth Services and the laws of the Commonwealth of Virginia.

104.12 Each learning center shall develop and keep up-to-date a staff guide and handbook which shall include all divisional policies, individual facility policies and specific duties of all personnel.

105. APPROPRIATE AND INAPPROPRIATE METHODS OF CONTROL AND SECURITY

Controls when used with students shall be appropriate to the situation and designed to contribute to positive change in their growth process. Cruel or unusual punishment, verbal abuse, profanity, corporal punishment, or arbitrary group punishment for individual acts which tend to intimidate, humiliate, and degrade the student are prohibited.

- 105.1 Each learning center shall develop and implement policies and procedures to account for the whereabouts of students at all times.
- 105.2 Staff with students in their direct care shall know the whereabouts of these students at all times.
- 105.3 Staff shall set appropriate limits for student behavior in accordance with institutional policies and procedures.
- 105.4 Precautions shall be taken to protect students at all times from violence by other students or to themselves and from physical or emotional injury.
- 105.5 Every learning center shall establish supervision and search procedures that will insure contraband items are not in the possession of students.
- 105.6 Every learning center shall have sufficient restraining gear to insure the safety of students and staff in emergency and crisis situations.
- 105.7 Each learning center, with detention rooms, shall develop and maintain a detention log. The detention log shall contain information such as the name of the student, time and date placed in detention, reason(s) for detention, date and time of release, visitors' names, and name and time of staff making observation and medical checks, and any other information deemed pertinent.

106. STAFF TRAINING AND ORIENTATION

The Division of Youth Services has a commitment to staff training and development to the extent that a sizable training component has been made an integral part of its operation.

- 106.1 Each learning center shall follow the minimum standards established by the Division of Youth Services for staff training and orientation.
- 106.2 Each learning center shall have available a copy of the Division of Youth Services training standards.
- 106.3 A record of all training successfully completed by learning center employees shall be filed in the individual personnel folders.
- 106.4 Each learning center shall provide a staff orientation which shall familiarize each employee with the minimum standards, personnel policies and procedures and other information pertinent to job.
- 106.5 Each learning center shall develop, in writing, and implement an ongoing in-service training program for all staff.

*107. STUDENT ADVISORY COMMITTEE

The student advisory committee should provide an opportunity for expressing concerns and presenting suggestions.

- 107.1 The student advisory committee shall have at least one representative from each living unit on campus.
- 107.2 Each learning center shall have written guidelines for the establishment and operation of a student advisory committee.
- 107.3 The student advisory committee shall meet with the superintendent of the learning center at least once a month.
- 107.4 Written minutes of the student advisory committee meetings shall be maintained.

* Not applicable to the Reception and Diagnostic Center. The Reception and Diagnostic Center shall develop a mechanism approved by the assistant director of clinical and diagnostic services.

108. VOLUNTEER SERVICES

The Youth Services system concept is based upon not only agency cooperation but tangible community support. The use of volunteers not only generates community support but also fills service gaps.

Each learning center needs to examine volunteer programs from at least two viewpoints: how do the volunteer programs of various agencies effect each other in relation to the common goals of the system, and how should a specific volunteer program be developed? The following standards address these two issues.

- 108.1 Each learning center shall survey the existing volunteer resources in the community as to the effectiveness and the extent of their services.
- 108.2 The volunteer program shall have clearly stated measurable goals and objectives which relate to the goals and objectives of the learning center.
- 108.3 Each volunteer shall be considered an unpaid staff member with job roles and responsibilities which shall include qualifications, minimum training and a required time commitment.
- 108.4 The program shall insure organizational commitment of administrative and material resources, including a paid full time volunteer coordinator for the program with a written job description.
- 108.5 The program shall determine resources needed and devise a system for cost accountability and program evaluation.
- 108.6 The program shall formulate a strategy to recruit, screen, orient and place volunteers appropriately in the learning center programs.
- 108.7 Volunteers shall be required to follow all relevant laws, policies and procedures established by the Commonwealth of Virginia, Department of Corrections, Division of Youth Services and the learning center.

109. EMERGENCY CONTINGENCY PLANS

The safety of the learning center depends upon how well preventive procedures are developed and the degree of proficiency and alertness with which they are carried out.

- 109.1 Every learning center shall have, in writing, well developed plans for dealing with major disturbances, AWOL(s), fire, medical emergencies, emergency lighting/standby power, civil defense, student and staff deaths.
- 109.2 Accordingly, all administrative and supervisory staff shall be familiar with procedures contained in the emergency contingency plans.

110. TRANSPORTATION

The use of private and/or state owned vehicles by institutional (learning center) staff for transporting students or otherwise performing their job function is an important task which necessitates corresponding duties and responsibilities along with it. When operating these vehicles, it must be remembered that the safety and welfare of the students and staff members are of foremost concern at all times. Thus, all laws governing licensing, registration, inspection, and maintenance must be followed in accordance with the standards set by the U.S. Department of Transportation and the Virginia Division of Motor Vehicles.

110.1 Each learning center shall adhere to the divisional policy regarding the use of state vehicles.

110.2 At all times the staff member who is transporting students shall be responsible for their safety, behavior and security. When students are riding in trucks or open vehicles, i. e. work force, a staff person shall be assigned to ride in the open area along with them. Thus the individual staff member shall inform students of the learning center rules with regard to safety, behavior and security while they are riding in any vehicle.

110.3 The number of students transported in a vehicle at any given time shall not exceed its rated capacity.

110.4 Each learning center shall develop an accountability system for their state vehicles, whereby each of the cars, vans, buses, etc. will be logged in and out whenever it is in use.

110.5 There shall be a regularly scheduled check on all vehicles by the maintenance department at each center to insure that all vehicles are being maintained in safe operating condition for daily use.

110.6 The operation of motor vehicles for transportation purposes shall conform to the laws of Virginia, relating to the Division of Motor Vehicles and the State Department of Corrections.

PART II
PHYSICAL PLANT

200. PHYSICAL PLANT

The condition of a physical plant directly impacts the success or failure of the learning center program in that a physically deteriorated plant consumes an inordinate amount of staff's time and attention. The grounds, buildings, supplies, materials and equipment cannot be expected to operate either properly or for long periods of time without continuous and routine attention given by skilled maintenance staff.

201. MAINTENANCE STAFF

The learning center shall employ or otherwise make available persons in sufficient number depending upon the size of the institution, the number of persons served, the number of buildings, and the ground area to be maintained to be responsible for maintenance and housekeeping and for protection of the learning center and its students. Maintenance personnel, by position, shall meet the minimum requirements of the Virginia Personnel Act established for that position.

201.1 All learning centers shall be properly staffed with maintenance personnel in keeping with the size and complexity of the operation as determined by the Division of Youth Services.

201.2 All maintenance personnel shall be trained and experienced in the field in which they are employed.

202. MAINTENANCE ROUTINE

A well planned schedule of routine and preventive maintenance should go far in alleviating excessive amounts of money and staff attention.

- 202.1 All equipment shall be maintained on an established regular schedule and in accordance with manufacturer's specifications by the maintenance department or on a contractual basis.
- 202.2 The maintenance department shall maintain an up-to-date inventory of all pieces of mechanical equipment and supplies to include mechanical equipment with name plate, model number, capacity, horsepower, date purchased, where it will be generally located on campus and any other related information.
- 202.3 The maintenance department shall insure that roads, pavements, parking lots, and other areas are safe and properly maintained.
- 202.4 Adequate screens (insect and/or security) shall be provided for all appropriate windows and doors.
- 202.5 Speed posters, no hunting, no trespassing, and other related signs shall be placed and maintained in conspicuous places. (Speed limits shall not exceed 15 MPH on campus proper).
- 202.6 A written maintenance schedule shall be established for buildings, facilities and grounds.
- 202.7 Emergency lighting equipment shall be available in all living, eating and recreational areas.
- 202.8 Adequate outside campus lighting shall be available for safety and security purposes.
- 202.9 Outside lighting shall be available at all building exits.
- 202.10 A check-out/check-in system for tools and equipment required by staff for use on the job shall be maintained.

- 202.11 Safety glass shall be installed as regular glass is replaced or broken in accordance with the Bureau of Physical Facilities standards in any area where students regularly congregate or live.
- 202.12 Temperatures in living areas shall be constantly monitored to maintain a comfortable environment (range 65°F - 75°F) depending on seasonal climate and/or crisis regulations.
- 202.13 Buildings and other facilities shall be painted every two years or as needed.
- 202.14 Parking spaces shall be provided for staff and visitors.
- 202.15 All defective security equipment shall be repaired or replaced immediately.
- 202.16 Proper outside receptacles shall be provided and maintained for disposal of trash, garbage and debris.
- 202.17 Mattresses shall meet or exceed fire retardant standards established by the Division of Youth Services and the Department of Corrections.

203. SAFETY

Such safety devices and operational policies as are practical and available must be used throughout each learning center.

- 203.1 Proper and adequate locking devices shall be provided on all walk-in refrigerators/freezers and storage closets and repaired or replaced as needed.
- 203.2 Learning center buildings should be constructed in such a manner as to reduce the risk of fire to the minimum consistent with the purpose and function of the building and in accordance with the Uniform Fire Safety Code.
- 203.3 All personnel shall be aware of safety procedures and cautious for hazardous situations.
- 203.4 Telephone equipment shall be installed and maintained in accordance with standards established by the Virginia Telecommunications Council.
- 203.5 Rooms provided for security or protective custody shall have fixtures which are tamper-proof, have observation windows which are unbreakable or protected by security screens and strategically located.
- 203.6 Window and artificial sources of light shall be provided and maintained so as to insure an amount of light for each building appropriate to the purpose of the building--20 foot candles for corridors, 100 foot candles in offices (Bureau of Physical Facilities).
- 203.7 Heating equipment shall be in good condition, vented and shall be capable of maintaining constant uniform temperatures, odor control and elimination of drafts.
- 203.8 Insect and rodent control shall be in accordance with standards established by the Bureau of Physical Facilities, Environmental Sanitation Section.

203.9 Swimming pools shall be maintained and operated according to standards established by the Division of Youth Services and the Bureau of Physical Facilities, Environmental Sanitation Section.

203.10 Solid waste and disposal shall be in accordance with standards and policies established by the Division of Youth Services, Department of Health and the Bureau of Physical Facilities.

204. ADMINISTRATIVE OFFICES

- 204.1 Offices shall be provided for administrative staff and for maintenance of records and business files.
- 204.2 A reception room shall be part of the administrative unit.
- 204.3 Rooms or areas for private interviews shall be available.
- 204.4 Adequate storage space shall be available for office supplies and equipment.
- 204.5 Office space shall be in compliance with the State Division of Engineering and Buildings.
- 204.6 Telephones, to meet security and operational needs of the learning center as identified by the Virginia Telecommunication Council, shall be conveniently located and sufficient in number.
- 204.7 Space for facilities needed by staff in performance of their job shall include: rooms or space for staff meetings and group conferences, staff library, staff lounge, restroom facilities for staff and visitors.
- 204.8 Fire extinguishers shall meet standards of the Department of Labor and Industry and the state fire marshall.

205. GROUNDS

205.1 Grounds shall be attractive with lawn, shade trees, shrubbery and flowers and shall afford sufficient space for outdoor activities for students.

205.2 Drinking fountains and toilet facilities shall be located on or near outdoor play areas.

206. STAFF QUARTERS FOR RESIDENT EMPLOYEES

- 206.1 If staff quarters are provided at the learning center, the superintendent shall develop policies governing the use, the priority of utilization of these quarters to those staff who provide a direct service to the center and by the nature of their position are routinely on call.
- 206.2 The allocation and utilization of staff quarters shall be in accordance with divisional and departmental guidelines.
- 206.3 Residents of staff quarters shall be responsible for housekeeping and general upkeep of said living units.
- 206.4 Any general maintenance needs of a specific living unit shall be reported to the buildings and grounds supervisor.

207. GOOD HOUSEKEEPING AND SANITATION

207.1 Good housekeeping and sanitation practices shall be in accordance with standards established by the Bureau of Physical Facilities and the Division of Youth Services.

PART III
CARE AND TREATMENT

300. CARE AND TREATMENT

The thrust of the Division of Youth Services is to meet the goal of individualized treatment and care for students entrusted to the State Board of Corrections through the learning center programs.

The primary concern of the learning centers, through the Learning Environments Action Plan, is the well being of the total student. The emotional, social, spiritual and physical aspects must all be considered as contributing factors to meeting the needs of individuals and groups.

301. LIVING UNITS

The population of each living unit should be small and homogeneous--homogeneous because of the Learning Environments Action Plan (LEAP) of the Division of Youth Services to group students with similar social learning needs together, in each specialized living unit, with differential treatment methods to meet the individualized needs of each student and group.

SUB-PART A - LIVING UNIT STAFF

Living unit staff should possess emotional maturity, a genuine interest in children and an understanding of the learning center's treatment philosophy as well as the capacity to work with others. Living unit staff should be trained and should work under conditions which aid them in achieving maximum effectiveness.

- 301.1 Each staff shall have a 40 hour orientation at the learning center site which shall be germane to the learning center and his/her job function.
- 301.2 Staff coverage for each special treatment unit shall consist of eight (8) per living unit and ten (10) staff per security/control unit. These living unit ratios will insure two (2) staff being on duty during the waking hours of students.

SUB-PART B - LIVING UNIT PROGRAM

A substantial portion of the student's stay at the learning center is spent in the living unit. The living unit program should be varied and designed to meet the training and treatment needs of students.

- 301.3 All living unit programs shall be developed and maintained according to Department, Division and learning center policies, guidelines and procedures.

- 301.4 The process of program development and implementation shall involve learning center staff and students.
- 301.5 Each living unit shall have a program with written, operationally definable goals and objectives in accordance with LEAP designed to meet individual and group needs of the students.
- 301.6 Each living unit shall have a cottage log book which will describe day-to-day events as defined by divisional and learning center policy.
- 301.7 Each living unit shall have a monthly activity calendar as defined by divisional and learning center policy.
- 301.8 Living unit staff and students shall meet at least once a month, or more often as needed, to plan, implement and evaluate the living unit program and other general conditions.
- 301.9 Regularly scheduled living unit and school fire drills shall be held in accordance with local and state fire standards along with posted evacuation plans in conspicuous places.
- 301.10 Each learning center having security/control units shall have written criteria for the placement and release of students.
- 301.11 Housekeeping duties in and around the living units and other buildings shall be carried out in a fair and reasonable fashion by effectively utilizing both students and staff.
- 301.12 Good housekeeping and sanitation practices shall be in accordance with standards established by the Bureau of Physical Facilities and the Division of Youth Services.

SUB-PART C - LIVING UNIT FACILITIES

The conditions of each living unit should be such as to enhance the safety, welfare, health, program and security for staff and students.

301.13 The living units shall be attractive and comfortable with adequate light, ventilation and positive climate control.

*301.14 Each living unit within the learning center shall not exceed fifteen (15) students in a special unit and ten (10) students in a security/control unit.

301.15 Sleeping arrangements within living units shall provide for rooms and/or cubicles and be so constructed as to allow for flexibility of planning in the case of the individual student.

301.16 Each living unit shall provide a washer and dryer for personal laundry services for the students living there.

301.17 Every living unit shall have access to a playground area large enough to accommodate the group in appropriate outdoor play activity. Adequate equipment shall be provided for these activities.

301.18 Toilets, showers, washrooms, storage space, and space for individual possessions shall be provided in such a manner as to provide for the privacy and dignity of the student.

301.19 Inter-building telephones or intercom systems shall be available in each living unit.

301.20 Each living unit shall have a stove or hot plate available to prepare snacks and meals for students.

301.21 Each living unit shall have a library which contains books, magazines, newspapers, and arts and crafts materials available in accordance with the students' needs and interests.

301.22 Each living unit shall have a radio, television, phonograph and other audio-visual equipment for students' pleasure and use.

301.23 Each living unit shall have in strategic places mirrors for student use.

* Not applicable to the Reception and Diagnostic Center. The Reception and Diagnostic Center shall develop a mechanism approved by the assistant director of clinical and diagnostic services.

- 301.24 Each living unit shall have lighted exit signs affixed at every exit/entrance.
- 301.25 Each living unit shall have a refrigerator for storage of food for snacks for students.
- 301.26 Color schemes shall be cheerful, restful and varied.
- 301.27 Office supplies, materials and equipment shall be provided for each living unit for the use of appropriate cottage life staff.
- 301.28 Durable, safe and attractive furniture shall be provided for students.
- 301.29 Each living unit shall have a regular lock check to insure that locks and locking devices are working properly.
- 301.30 A standby power system sufficient to give emergency lighting in the event of power failure shall be provided.
- 301.31 Fire extinguishers shall meet the standards of the Department of Labor and Industry and the state fire marshall.

302. SOCIAL SERVICES STAFF, PROGRAMS AND FACILITIES

The delivery of services to students and the coordination of such services for students with learning center and community agencies is a vital function provided by the social services department.

The function encompasses the coordinated effort of cluster leaders, counselors, clerical staff and treatment teams with all phases of the learning center's operation.

- *302.1 Each learning center shall have a social services department consisting of: one (1) counselor per living unit; one (1) cluster leader (CIRS) for every three (3) living units; and one (1) clerical staff for each supervisor.
- 302.2 The counselor shall coordinate the treatment effort for each student assigned to his/her caseload. This shall include reviewing pertinent background information, diagnostic materials; interviews with the students; collecting data concerning a student's progress in the learning center; the development of individualized treatment plans for each student; coordinating treatment team; maintaining contact with community agencies, parents or other appropriate persons to insure treatment services are provided each student on a continuous and orderly basis.
- 302.3 The counselors shall develop with each student, the cottage treatment team and any other persons or agencies deemed necessary a written individualized treatment plan for each student assigned to their living unit which shall include specific needs, goals, objectives, strategies, monitoring and evaluation considerations.
- 302.4 The counselors shall provide a written progress report and individual treatment plan to the appropriate supervising community agency on each student within thirty (30) days upon assignment to a living unit.

The counselor shall provide progress reports at least every eight (8) weeks thereafter to the appropriate supervising agency.

- *302.5 The cottage treatment team shall meet with the student to review his/her treatment plan and progress at least once every thirty (30) days or more often as needed.
- *302.6 The treatment team shall be composed of a counselor, cottage manager, a permanent representative from the educational-vocational areas and other resource persons deemed necessary by the team.
- *302.7 Cottage counselor shall establish a schedule for client contacts which provide for at least two (2) documented individual or group contacts per month per client.
- *302.8 Each counselor's schedule shall reflect an active involvement with students at least two (2) evenings a week.
- 302.9 Release of information concerning students shall be in accordance with the Code of Virginia, Section 16.1-300 and other pertinent laws of the Commonwealth of Virginia.
- 302.10 Student folder records shall be uniform for all the learning centers according to standards and policies established by the Division of Youth Services.
- *302.11 Each counselor shall be provided with adequate space and materials necessary for his/her own office in an area which is conducive to private counseling sessions with individual students.

* Not applicable to the Reception and Diagnostic Center. The Reception and Diagnostic Center shall develop a mechanism approved by the assistant director of clinical and diagnostic services.

303. MEDICAL SERVICES

The objective of any institutional medical program should be to keep the well person well, to heal the sick person and to promote the overall health and safety of its populace. The quality of this medical program will depend on the high standards of the provisions for care and on the understanding of everyone concerned as to his responsibilities in carrying it out. A clear workable administrative plan is a must. This plan should reflect the highest standards of professional knowledge and practice.

SUB-PART A - MEDICAL STAFF AND PROGRAM

- 303.1 The medical services shall be under the general direction of a qualified physician and head nurse who shall be responsible to the superintendent in accordance with established departmental and divisional medical policies.
- 303.2 The medical policies and procedures shall be described in writing and interpreted to all personnel of the learning center. These shall be subject to frequent and regular reviews.
- 303.3 The medical policies shall contain specific information regarding the way health and medical care, the way care of children with communicable diseases or carriers of the organisms which produce communicable diseases, are provided in the learning center and in the community. The plan for carrying it out is the function and responsibility of all administrative, medical and non-medical staff.
- 303.4 Each learning center shall maintain an up-to-date continuing individual medical record for each student in its care.
- 303.5 Each child in care shall have a complete physical examination, including laboratory tests as indicated, a dental examination, and an initial appraisal of his health and development, which shall be

properly recorded and filed. Any medical follow-up which is indicated shall be initiated and completed within the time frame established by the physician.

- 303.6 Each student shall have a dental examination annually.
- 303.7 Each learning center shall have provisions for medical coverage or access to medical consultation at all times.
- 303.8 Each learning center shall have a plan for dispensing, storing, administering and maintaining inventory control of all drugs. This plan shall be approved by the U.S. Department of Justice, Drug Enforcement Administration as evidenced by a Control Substances Registration Certificate annually.
- 303.9 Each learning center shall establish a policy of oral hygiene instructions for all students by July 1, 1978.
- 303.10 All medical personnel shall be duly licensed and certified by the State Department of Health.
- 303.11 Each learning center shall require verification of pre-employment and annual physical examination of all medical personnel.
- 303.12 Each learning center shall provide in-service training to insure compliance with health and safety practices for medical personnel.

304. EDUCATION

In the classroom as in all other settings within the learning centers, emphasis must be upon the development and constructive and satisfying human relationships.

The educational program should embrace all the principles of modern education and have a curriculum to meet the individual needs of students, utilize significant educational practices with the other activities in all work programs, and integrate these principles and practices with the other activities and services making up the learning center program.

Emphasis in the vocational training program must be placed on providing exploratory opportunities for occupational guidance.

- 304.1 A written working agreement between each respective Rehabilitative School Authority and Division of Youth Services component shall be developed and maintained according to the Memorandum of Understanding between the Rehabilitative School Authority and the Division of Youth Services.

305. CHAPLAINCY SERVICES

There shall be a written working agreement between the State Board of Corrections of the Commonwealth of Virginia, the Board of Chaplaincy Services of the Churches of Virginia and the Division of Youth Services pertaining to the roles, responsibilities, functions and duties of the respective components.

306. FOOD SERVICE

The food service department has the responsibility of providing wholesome and nutritionally balanced diets for the population of the learning center. Emphasis is placed on also providing an environment conducive to proper digestion of the recommended diet.

SUB-PART A - FOOD SERVICE STAFF AND PROGRAM

- 306.1 All personnel shall meet the minimum requirements established for the Virginia personnel classification used in the food service operation.
- 306.2 All food service personnel shall receive a yearly medical examination as evidenced by written medical statement placed in employee's personnel folder.
- 306.3 The cycle menu developed by the State Department of Corrections shall be used in conjunction with an approved portion control ration system.
- 306.4 Any deviation from the standing cycle menu shall be in accordance to guidelines approved with the departmental dietitian.
- 306.5 The standing cycle menu shall be reviewed periodically by the food service manager, with student and staff input, and proposal for changes be made on the basis of nutritional needs, satisfaction and cost.
- 306.6 Accurate records of all meals served shall be maintained at each learning center.
- 306.7 All food commodities, supplies, materials and equipment shall be kept on a perpetual and revolving inventory basis at each learning center.
- 306.8 An accurate daily food cost shall be computed by each learning center.
- 306.9 All recordkeeping requirements for donated commodities shall be adhered to by each learning center.
- 306.10 Highest standards shall be maintained in food preparation, service and sanitation to insure the preservation of nutritive value of foods for the consumption by the individual.

- 306.11 Food shall be attractively prepared and served in a manner conducive to a positive dining experience.
- 306.12 Proper preparation techniques to include quantity, temperature, waste control, serving control and selection, etc. shall be used in the food service operation.
- 306.13 Therapeutic diets shall be served only on the receipt of a physician's order.
- 306.14 The withholding of food as a disciplinary measure for students is absolutely prohibited.

SUB-PART B - FOOD SERVICE FACILITIES

- 306.15 All food service facilities shall have the following: sufficient light for eating; food preparation and storage; heating; cooling; water; toilet facilities and equipment that meet and/or exceed minimum health, safety and sanitation standards set by the State Department of Corrections and the Department of Labor and Industry.
- 306.16 Adequate space allocation for food preparation; storage; garbage disposal; food service management; eating area and supply delivery shall be available at each learning center.
- 306.17 Duckboards or the lowest built-in shelves shall be at least eight (8) inches from the floor for dry and/or can food storage for ease of cleaning.
- 306.18 Fire extinguishers shall meet the standards of the Department of Labor and Industry and the state fire marshall.

307. CANTEEN

The canteen affords students the opportunity to purchase various sundry items not furnished by the learning center.

307.1 A canteen shall be established at all learning centers. The canteen shall offer the students an opportunity to purchase sundry items not furnished by the learning center.

307.2 The canteen shall be operated for the convenience of the students and according to their needs.

307.3 Prices of each item shall be posted in conspicuous places for the students' use.

307.4 Students shall have established procedures to suggest additions and deletions to and from the canteen list.

307.5 Canteen hours of operation shall be such as to allow adequate access for all students on a privilege basis.

307.6 Students shall have access to canteen at least three times a week to include each Saturday.

308. RECREATION STAFF, PROGRAM AND FACILITIES

The delivery of recreation programs and the coordination of such programs shall be the function of the recreation department. Included in the service delivery function is the responsibility for program development and implementation, management of resources allocated to the recreation department and selection and maintenance of facilities, equipment, supplies and materials.

- 308.1 Each learning center shall have a recreation department consisting of a qualified recreation supervisor and a sufficient number of assistants to carry on a well-rounded program of recreational activities as determined by the Division of Youth Services.
- 308.2 Appropriate recreational areas, facilities, equipment, supplies and materials shall be provided for a continuous program designed to meet the total recreational needs of the learning center population.
- 308.3 All facilities, equipment, supplies and materials used in recreational programming shall be maintained at a level for safe operating condition set by the learning center. Any facility, equipment, etc. failing to meet such operating levels shall be repaired and/or replaced before being used for any learning center activity.
- 308.4 Careful consideration of safety and security shall be given in the selection and purchasing of all recreational equipment, supplies and materials.
- 308.5 All recreational equipment, supplies and materials shall be inventoried at least quarterly. Such an inventory shall include the type and quantity of all items on hand and their rated condition. All items

rated fair or below shall be identified as repairable or in need of replacement. An accounting of all items listed on the preceding inventory and all receivables shall also be included.

- 308.6 All recreational programming shall be developed to meet the varied needs of the learning center population. At least once per year an interest and skill level inventory shall be administered to assist planning, development and implementation of recreational programs.
- 308.7 Recreational programming shall be provided on a daily basis. Scheduling of such activities shall not be in conflict with academic or vocational training, religious services, meal schedules and any other permanently assigned program activity.
- 308.8 All recreation activities shall be listed on the learning center monthly activity calendar.
- 308.9 Specialized recreational activities shall be developed for any students that have physical handicaps that limit their participation in regularly scheduled activities.
- 308.10 Specialized recreational activities shall be developed and implemented for students placed in self-contained treatment programs (control/security, etc.).
- 308.11 The learning centers shall plan coed social activities such as parties and dances so that students may learn the social amenities and thus participate with ease and enjoyment in the activities.
- 308.12 Students shall be encouraged to engage in hobbies or handicraft work in their leisure time based on the following: student's interest; safety and custody considerations; student restrictions; and whether it interferes with others.
- 308.13 Each of the learning centers shall have a gymnasium to carry on recreational activities, unless otherwise specified by the director of the Division of Youth Services.

308.14 Adequate space allocation for recreational equipment and storage shall be made available by each learning center.

PART IV

STUDENT RIGHTS, PRIVILEGES AND RESPONSIBILITIES

STUDENT RIGHTS, PRIVILEGES AND RESPONSIBILITIES

Students cannot be expected to conform to what is an acceptable standard of behavior if they are unaware of which activity or behavior is considered acceptable versus that which is deemed unacceptable. The administration and staff must promulgate and publish the rules governing student behavior within a learning center and society.

SUB-PART A - PERSONAL ARTICLES AND MONIES

- 401.1 Each learning center shall develop a list of personal articles that are permissible for students to have as long as security, space available and certain program requirements are not violated.
- 401.2 Each learning center shall follow departmental and divisional standards governing student monies.

SUB-PART B - HAIR GROOMING

- 401.3 Rules governing hair length and facial hair shall follow divisional policies by each learning center.

SUB-PART C - LAUNDRY

- 401.4 Laundry services shall be such that every student shall have undergarments available for change each day and a complete change of garments at least three times a week or as needed. Bedding materials plus sheets and pillow cases shall be changed at least once a week.

SUB-PART D - PERSONAL CLOTHING

- 401.5 Students shall be permitted to wear their own clothes provided they are reasonable in style, price and suitability for practical use and certain program requirements are not violated.
- 401.6 Students shall have an opportunity to participate in the selection of their clothing where possible.
- 401.7 Each student shall have clothing exclusively for his/her own use.
- 401.8 Room or locker space shall be used to store clothing.

SUB-PART E - FOOD

- 401.9 Students shall be fed a wholesome and nutritionally adequate diet.
- 401.10 Snacks of nourishing quality based on nutritional and emotional needs of students shall be made available daily but shall not replace regular meals.

SUB-PART F - VISITATION

- 401.11 There shall be at least two (2) scheduled days per month for parents visiting students for a maximum of 4-1/2 hours per visit. Other visiting days shall be approved by the learning center.
- 401.12 Visitors may include all members of a student's family and others approved by the court and learning center.
- 401.13 Each learning center shall develop and maintain a list of approved visitors for students.
- 401.14 A log shall be kept on every student showing the date, number and identity of all visitors.
- 401.15 All learning centers shall furnish visitors written information on visiting days, hours, regulations and directions.

SUB-PART G - MAIL

- 401.16 All learning centers shall have their mailing address placed in a conspicuous place in each cottage for the student's use.
- 401.17 Students may correspond with persons of their choosing with two exceptions: (a) that no correspondence shall be permitted with adult inmates under the control of the Department of Corrections unless otherwise specified by the learning center superintendent or (b) if the learning center superintendent deems that such correspondence would pose a threat to the safety, security, treatment of the student or morale of the institution.
- 401.18 All incoming correspondence shall be inspected for contraband.
- 401.19 Each student shall be permitted two free letters per week.
- 401.20 All learning centers shall sell stamps or stamped envelopes.

SUB-PART H - SMOKING PRIVILEGES

- 401.21 The Division of Youth Services shall promulgate rules and regulations governing the use of tobacco products.

- 401.22 Specific smoking regulations shall be developed by each learning center.
- 401.23 Smoking materials shall be purchased at the canteen or received as gifts from friends and relatives provided the students meet the age requirements and have not lost the privilege.

SUB-PART I - DUE PROCESS

- 401.24 Due process shall be afforded to all students.
- 401.25 All due process procedures shall adhere to the Division of Youth Services' due process policy (Institutional Services).

SUB-PART J - TELEPHONE CALLS

- 401.26 The Division of Youth Services shall promulgate rules and regulations governing the use of telephones by students.

SUB-PART K - STUDENT EMPLOYMENT

- 401.27 The Division of Youth Services shall promulgate rules and regulations governing the employment of students on and off campus.

SUB-PART L - STUDENT FURLOUGHS

- 401.28 The Division of Youth Services shall promulgate rules and regulations governing the furloughs for students.

SUB-PART M - CANTEEN

- 401.29 The Division of Youth Services shall promulgate rules and regulations governing canteens in the learning centers.

SUB-PART N - STUDENT ADVISORY COMMITTEE

- 401.30 Each learning center shall establish and maintain a student advisory committee as established by policy of the Division of Youth Services.

SUB-PART O - STUDENT HANDBOOK

- 401.31 Each learning center shall establish and maintain a student handbook, which shall be issued to each student entering the learning center and updated on an annual or as needed basis.

SUB-PART P - STUDENT HYGIENE

- 401.32 Each learning center shall develop and maintain personal hygiene programs for students.
- 401.33 Basic comfort items and articles of body hygiene shall be provided in adequate amounts to students as needed. Staff shall encourage the personal hygiene of students.

SUB-PART Q - CAMPING

- 401.34 Each learning center shall develop and maintain a camping program in accordance with the camping policy of the Division of Youth Services.

APPENDIX A

DEFINITIONS

1. "Volunteer" shall mean any person, who of his own free will, provides goods or services, without any financial gain, to any agency, instrumentally or political subdivision of the Commonwealth.
2. "Shall" means an obligation is imposed.
3. "May" or "should" means a discretionary right, privilege, or power is conferred.
4. "May not" or "should not" means a prohibition is imposed.
5. "Contraband" means any goods or merchandise whose possession or movement by a student, staff or visitor is illegal, prohibited or specifically unauthorized on the learning center campus.
6. "Student" means any person who is committed to the State Board of Corrections and placed in the custody of a learning center--a ward of the Commonwealth of Virginia.
7. "Living unit" means a cottage or place for housing students in a learning center.
8. "Learning center" means a multi-service institution to provide treatment, care and custody programs for children committed to the State Board of Corrections in accordance with Chapter 53-330 of the Code of Virginia.
9. "Control/security unit" means a cottage housing students in a learning center with a program that deals with aggressive behavior and/or physical flight.
10. "Special unit" means a cottage or place housing students in a learning center with a treatment program other than primary security/control purposes.

11. Due process is a procedure that is used in the learning center, whereby students are afforded the minimal protection as provided by law. Briefly, the term "due process" means according to the Fifth Amendment of the U. S. Constitution that no person may "be deprived of life, liberty or property without due process of law" and again in the Fourteenth Amendment "nor shall any state deprive any person of life, liberty or property without due process of law; nor deny to any person within its jurisdiction the equal protection of the laws."

In 1967 in re Gault stated that "the accused shall enjoy the right to a speedy trial and impartial hearing committee; to be informed of the nature and cause of the accusation; to be confronted with the witness against him; to have witnesses in his favor; and to have the assistance of a representative or counsel for his defense."

12. "Legal rights" are clearly those protected by law with possibility for legal remedy for enforcement or to redress their violation; they are products of government at some level and include the duty of enforcement and protection.
13. "Privilege" is a particular benefit, advantage, or immunity enjoyed by a person or group beyond the common advantage of others.
14. "Treatment team" is a body composed of learning center and Rehabilitative School Authority (educational) staff with the primary purpose of the team being to establish and review individualized treatment plans for each student. The team has the responsibility to implement the total child-focused treatment program by handling the student's behavior in a treatment oriented manner.
15. "Standard" is a gauge of effective performance in achieving objectives. This implies quantification of performance factors in some manner. In

some types of effort this is a relatively simple thing to do. In others, particularly those that rely heavily upon creative mental activity, it becomes substantially more difficult. Yet, even subjective evaluation can be quantified. The biggest barrier to overcome in this regard will be the natural reluctance on the part of many managers to accept an imperfect unit of measurement as a standard against which to evaluate performance. However, since there are very few "perfect" units of measurement that are applicable in today's work environment, we must learn to accept some imperfections and both establish and make use of standards for what they really are--indicators of acceptable performance, no more, no less.

Examples of a few of the more frequently used measurable factors are:

sales volume.	promotions.
new customers.	degree of acceptance.
recorders.	ideas generated.
number of employees.	relationships established.
turnover rate.	etc.

You will notice that some of these examples of measurable performance factors, such as degree of acceptance, ideas generated, relationships established are quite subjective. The fact remains that some form of measurement can be placed on each of them to the point that they can serve as indicators of successful performance. If standards are examined in the proper perspective and accepted primarily as indicators or "red flags" they will prove to be extremely valuable management tools. In this regard anything which can reasonably be quantified could be useful as a performance standard.

END