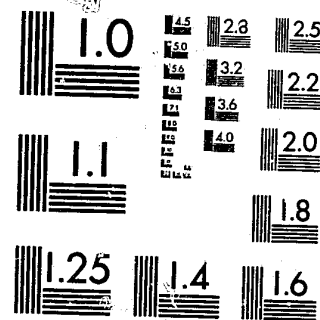


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National Institute of Justice
United States Department of Justice
Washington, D. C. 20531

9/30/83

MODEL POLICIES AND PROCEDURES FOR LOCAL JAILS, JAIL FARMS AND LOCKUPS



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COMMONWEALTH OF VIRGINIA

Model Policies and Procedures
for
Local Jails, Jail Farms and Lockups

U.S. Department of Justice
National Institute of Justice

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February, 1981

FOREWORD

As we are all aware, the field of jail administration is becoming increasingly complex. An array of court decisions and jail standards are narrowing the parameters within which jails in the Commonwealth must be operated. Our compliance is mandated not only by law, but also by humanitarian interests.

The Minimum Standards for Local Jails and Lockups addresses a wide variety of issues, many of which require the existence of a written policy and procedure. This document, the second phase of the standards development process, is offered as a guide to assist the individual jail administrator or Sheriff in the development of a policy and procedure manual for his or her particular jail.

This document is intended only as a tool for guidance in development of the manual; where the Standards are mandatory, these policies and procedures are not. Only the Standards which require written policy and procedures are addressed herein. It has been a difficult task to write this document with enough flexibility that it can be utilized and adapted by large and small jails alike.

Use of this document in the formulation of a policy and procedure manual will ensure a degree of uniformity throughout the Commonwealth as well as compliance with the Standards. We bear the responsibility to operate our jails in an effective, efficient and constitutional manner; this document is intended to assist in that effort. In employing what this Task Force has offered, each Sheriff or jail administrator is encouraged to be creative and to improve upon this effort.

JAIL POLICY AND PROCEDURES TASK FORCE

Robert Phelps Chairman
Planning and Policy Development Unit
Department of Corrections

Louis E. Barber, Sheriff
Montgomery County

Anthony J. Bottley, Jr.
Manager, State and Local
Adult Facilities
Department of Corrections

Alan H. Brittle
Manager, State and Local
Adult Facilities
Department of Corrections

C. W. Gibbs,
Manager, State and Local
Adult Facilities
Department of Corrections

Mike Howerton
Planning and Policy Development Unit
Department of Corrections

John W. Jones, Executive Director
Virginia Sheriffs' Association

Thos. F. Neumayer, Administrator
Newport News City Jail

Earl D. Sasser, Sheriff
Greenville County

Frank Schubert, Deputy Sheriff
Westmoreland County

Richard E. West, Superintendent
Middle Peninsula Security Complex

Jesse Williams, Sheriff
Patrick County

Jack Weisenburger, Deputy Sheriff
City of Bristol

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Revision 2-22-82

POLICIES AND PROCEDURES FOR LOCAL JAILS AND LOCKUPS

ADMINISTRATION AND MANAGEMENT

1.01 Written procedures should describe the facility's philosophy, goals and objectives. (Essential)

Definitions - Philosophy: The most general beliefs, concepts, and attitudes of an individual or group.

Mission: The broadest, most comprehensive statement that can be made about central or continuing purpose. The chief function or responsibility of an organization which justifies continuing support of the organization by society and which provides initial direction for the management or administration of the organization. The purpose of the mission statement is to provide a focus for the resources of the organization.

Goal: Statement of desired result or end to be achieved. A goal may be short or long range.

Objective: Statement of a measureable result to be achieved within a specific time frame.

Strategy: Statement of the means which will be employed to achieve the result specified in the objective.

Action Plan: Program of activities for which the responsibility and accountability have been specifically assigned in relation to a mutually acceptable target date. The desired outcomes have been clearly defined, and are directly related to a broader objective.

Policy: A definite statement of the organization's position on an issue of concern to the administration or operation of the institution.

Procedure: A detailed, step-by-step description of the sequence of activities necessary for the achievement of the policy which it attends.

Examples -

Mission: It is the mission of the Virginia Department of Corrections to provide appropriate supervision of persons entrusted to the Department's care, to meet their basic human needs, and to make available programs that will promote positive attitudinal and behavioral change.

Goals -

1. To provide for the protection of society by the safekeeping of persons committed to the facility.
2. To provide for the protection, care and welfare of inmates.
3. To provide suitable programs for the benefit of inmates.

Objectives -

1. To bring the facility into full compliance with Minimum Standards as established by the Virginia State Board of Corrections by July 1, 1982.
2. To bring the facility into full compliance with standards and seek accreditation from the Commission on Accreditation for Corrections (American Correctional Association) by July 1, 1984.

1.03

Policies and procedures should be written and made available to all employees. (Essential)

Policy -

Policies and procedures should be developed and made available to all employees since they serve an important function in establishing comprehensive and uniform guidelines for decision-making and the operation of the facility.

Procedures - 1. All written policies and procedures shall be readily available to all personnel in the facility.

2. All written policies and procedures shall be issued to and signed for by designated personnel in the facility.
3. Written policies and procedures should be developed, revised and published under the authority of the chief administrative officer of the facility. See Standard 1.04.
4. Written policies and procedures should be published in a uniform numbering system. See Appendix A for examples of three format options recommended by the Jail Center, National Institute of Corrections.
5. Appropriate legal counsel should review the jail policies and procedures for conformance with applicable laws and regulations.
6. Final drafts of written policies and procedures should be reviewed by the appropriate personnel of the local governmental body responsible for funding because of their legal responsibility for institutional operations.
7. Written policies and procedures should be covered during orientation for new employees and in-service training sessions.

1.04 Written policy shall provide that each institution is headed by a single chief executive officer to whom all employees and functional units are responsible. (Mandatory)

Policy - It is sound management practice that the institution be headed by a single chief administrative officer to whom all employees and functional units are responsible. Lines of authority, communication and scope of responsibility must be clearly understood by all personnel in order that management decisions and institutional operations may be effectively carried out.

See Appendix B for a typical organizational chart reflecting lines of authority and major functional units of the facility.

1.06 Procedures should be developed which provide for evaluation of facility operations. (Essential)

Policy - It is recognized that proper facility operations are critical to the attainment of the administration's goals and objectives. The operations of the facility must, therefore, be systematically and periodically evaluated. See Standards 1.01 and 1.02.

- Procedures -
1. All operational functions of the facility will be subject to periodic review and evaluation for applicability and effectiveness. The frequency is to be determined by the chief administrative officer of the facility.
 2. The operations to be reviewed and evaluated should include, but need not be limited to, the following:
 - a. Security
 - b. Treatment
 - c. Classification
 - d. Medical services
 - e. Food service
 - f. Recreation
 - g. Counseling
 - h. Spiritual guidance
 - i. Volunteer services
 - j. Maintenance
 3. The review and evaluation process should incorporate the chief administrative officer, the supervisor of each appropriate division/section and agencies interfacing with the facility whose objective assessment could be beneficial to the evaluation.
 4. All operations should maintain ongoing logs or reports for the purpose of evaluation.
 5. The data from the logs and reports should be organized for statistical analyses. Data should then be analyzed, comparing measures of performance with a predetermined criteria of success.
 6. Deficiencies in each operation should be identified and appropriate adjustments made in order that the facility may meet the its goals and objectives.
 7. During the evaluation process each operation should be rejustified.

CITIZEN INVOLVEMENT AND VOLUNTEER SERVICES

1.07 Written policy should state systematic mechanisms whereby approved citizen involvement and volunteer services can be secured for the benefit of the facility. (Important)

Policy - The orderly involvement of citizen volunteers, as approved by the chief administrative officer, can serve to increase communications and understanding between the community and the facility; to deliver human and material services to inmates.

Definition - Volunteer means any person, who of his or her own free will, without any financial gain, provides goods or services to the facility, as provided in the Code of Virginia 2.1-554 and 2.1-555.

1.08 Where volunteers provide direct services to inmates in the facility, there should be a written procedure for the recruitment, screening to include fingerprinting and record check, selection, training, and supervision of volunteers. (Essential)

Policy - Placing the right volunteer in the right assignment, properly prepared, and adequately supervised are considered the most important contributing factors to the success of any volunteer program.

Procedures - 1. Review and comply with Code of Virginia, Chapter 34 of Title 2.1.

2. The volunteer coordinator can use, but need not be limited to the following when recruiting and screening volunteer applicants:

- a. Any individual without regard to race, sex, religion, age, creed, national origin, or handicapping condition, who has the capability of making a worthwhile contribution in volunteer services, shall be eligible to be considered for participation as a volunteer and to have his or her application received and reviewed for appropriate assignment.
 - b. Recruitment should be directed to filling a recognized job need.
 - c. Written job descriptions should exist for each job including qualifications when appropriate.
 - d. Informal communications with the community should be maintained.
 - e. Prospective volunteers should visit the facility.
 - f. News media should be utilized for focused recruiting.
 - g. Speaking engagements to various community organizations, clubs, schools, colleges, etc. should be requested.
 - h. Practicing volunteers should be encouraged to recruit potential volunteers.
 - i. Frequency and method of recruitment shall be contingent upon service need or program design.
3. The chief administrative officer should appoint a panel to:
- a. Develop selection criteria.

- b. Screen volunteers in terms of background including fingerprinting, record check, personality, and attitude.
 - c. Determine what the facility can offer the volunteer as well as what the volunteer can offer the facility.
 - d. Select volunteers.
4. A written commitment for a designated period shall be signed by the volunteer.
5. In order to ensure that each volunteer is properly prepared and adequately supervised the volunteer coordinator should consider the following:
- a. Orientation and training should include but not be limited to:
 - A review of the Volunteer Act.
 - A general review of the Criminal Justice System.
 - A review of the administrative structure (chain of command) and operational process of the facility.
 - The role and responsibilities assigned the volunteer.
 - To whom the volunteer is directly responsible.
 - The use and purpose of required forms.
 - Liabilities which may be incurred due to client complaint.
 - Insurance coverage (and claims procedures) which is available via either the Department of Corrections or locality.
 - Specific training (counseling techniques, alcohol and substance abuse, etc.) will be provided by designated staff person or other agencies such as the Department of Corrections, colleges, etc.
 - b. A written mutual contract should be utilized between the volunteer and volunteer coordinator stating specified number of contacts for individual consultations, performance evaluations and retention policy.
 - c. Formal and informal recognition should be provided to volunteers through:
 - Acceptance of volunteers/staff as a team.
 - Service pins, certificates, special citations, and letters of appreciation.
 - Acknowledgement of staff to the success of volunteer services.

1.09

The volunteer program should be coordinated and administered in accordance with written procedures. Each volunteer shall sign a statement agreeing to abide by all facility rules and regulations. (Essential)

Policy -- The volunteer program shall be administered in accordance with the Volunteer Act, Chapter 34, Code of Virginia.

Procedures - 1. Volunteers should be given an orientation packet which may include, the following:

- a. A copy of the Volunteer Act.
 - b. A statement explaining the jail orientation and training procedure for volunteers.
 - c. Rules and regulations of the facility.
 - d. A description of volunteer's job functions, responsibilities, and expectations.
 - e. Information regarding insurance coverage.
2. Each volunteer shall sign a statement agreeing to abide by all facility rules and regulations.

FISCAL MANAGEMENT

1.13 Written policy should be established which outlines an expenditure control system. (Essential)

Policy - An expenditure control system should be established in order to control and monitor jail expenditures.

Procedures - The Budget:

1. All expenditures shall conform with the budget adopted by the local governing body except for special expenditures outside of the budget which are approved and funded by the local governing board.
2. The chief administrative officer shall keep records of all expenditures and said expenditures shall be deducted from his annual budgeted amount on a monthly basis to determine if expenditures are exceeding his pro rata monthly budget.
3. If monthly expenditures are exceeding plan, procedures to reduce expenditures should be immediately implemented to bring said budget in line with plan.

Purchase Orders:

1. Purchase orders shall be signed by the authorized person.
2. Purchase orders shall be used by the sheriff and the local governing body as a control on expenditures.

Bids on Purchases:

1. Bidding on purchases shall comply with the State Code or with local requirements.

MANAGEMENT INFORMATION SYSTEM AND INMATE RECORDS

1.16 Written policies and procedures governing the release of information shall be developed in accordance with the "Rules and Regulations" promulgated by the Criminal Justice Services Commission and the Virginia Plan for the Privacy and Security of Criminal History Record Information. (Mandatory)

Policy - The release of criminal history information shall be in compliance with the Virginia Code 519.2-389 and the regulations of the Criminal Justice Services Commission.

Procedures - 1. Authorized personnel may release factual information to the public concerning:

- a. the status of an investigation.
- b. the arrest, release or prosecution of the individual.
- c. the adjudication of charges.
- d. the jail status of an individual which is related to the current confinement.

2. Dissemination logs shall be maintained indicating the agency or individuals both in and outside the State to which criminal history record information is released. The log shall contain the following information and shall be preserved for a period of not less than 3 years. Information will be released only by authorized personnel.

- a. Date of dissemination.
- b. Agency or individual to which information was released.
- c. Name of person to whom information relates.
- d. Items of information released.
- e. Any record of information correction.

3. Under the provisions of the law the following are considered as criminal justice agencies and entitled to receive criminal record history information for the purpose of the administration of justice and criminal justice employment.

a. LAW ENFORCEMENT

Federal Investigative Agencies - Commission of Game and Inland Fisheries - Department of Agriculture and Commerce - Department of Alcoholic Beverage Control, Enforcement and Inspection Divisions - Department of State Police - Division of Motor Vehicles - Police Departments (cities, counties, towns) - Police Sergeants (towns) - State and Local Fire Marshals - Sheriffs'

Departments (county and city) - Police agents of steamboat companies - Masters of steamships or steamboats, and wharfs or landing agents - Police agents of railroad companies - Conductors of railroad trains, motormen, and station and depot agents.

b. PROSECUTION

Office of the Attorney General - Commonwealth's Attorneys - County and City Attorneys.

c. COURTS

Circuit courts - District Courts - Juvenile and Domestic Relations - General - Magistrates - Virginia Supreme Court.

d. CORRECTIONS

Department of Corrections and its divisions.

4. Criminal justice agencies may disseminate information to: Agencies of the State or Federal Government which are authorized by statute or executive order to conduct investigations determining employment suitability or eligibility for security clearance.
5. Juvenile records will not be disseminated; these records are only available to the child's parents, attorney and the court of competent jurisdiction.
6. Any individual or his attorney, upon proper identification, shall have the right to inspect criminal history record information being maintained on that individual.

1.17 Policies for collecting, recording, organizing, processing and reporting data should be developed for management information purposes. (Mandatory)

Policy - Each facility should maintain timely and accurate criminal history record information for protection of individual citizens from the consequences of inaccurate and incomplete information and to have factual records available to assist management in policy making, budget preparation and security planning.

- Procedures -
1. The chief administrative officer shall review and monitor, through internal agency procedures, all criminal history record keeping operations to ensure that all operational procedures consistently promote the completeness, accuracy, proper dissemination, and security of all criminal history information.
 2. If an error is discovered, all known copies of the record shall be corrected by notifying appropriate criminal justice agencies, non-criminal justice agencies or individuals in writing of the corrections to be made. See Procedure 1.16, 2e.

See Appendix I for Sample Jail Records.

1.24

A written grievance procedure should be developed and made available to all inmates with the following elements: 1) grievance must be responded to within prescribed reasonable time limits; 2) written responses, including the reason for the decision must be made to all grievances; 3) neutral and detached review of grievances should be available; 4) all inmates must have access to the procedures, with guarantees against reprisal. (Essential)

Policy - The purpose of a written grievance procedure is:
1) to assure that inmate complaints are given full opportunity for a fair hearing, consideration, and resolution. This formal procedure is intended to supplement, not replace, informal methods of complaint resolution at all levels; 2) to assist jail administrators in identifying facility problems.

Definition - Grievance. A complaint about the substance or application of any written or unwritten policy or regulation, about the absence of a policy or regulation, or about any behavior or action directed toward an inmate by a facility employee or other inmates, or a complaint about conditions of confinement.

Procedures - Experience indicates that there are three important considerations in introducing an effective grievance mechanism into a correctional facility. The first consideration focuses on the theoretical and practical design questions; the second concerns development of a mechanism based on the design principles; and the third deals with basic principles that should be observed in the implementation phase of the introduction of a grievance program. See Appendix C.

1. Design Principles. The following design principles, taken together, comprise a framework for a grievance mechanism that is flexible enough to be tailored to the needs of any size jail.
 - a. Written Responses (Including the Reasons for the Decision Taken) Should be Made to All Grievances.
 - b. Grievances Should be Responded to Within Prescribed, Reasonable Time Limits: Special Provisions Must Be Made for Responding to Emergencies.
 - c. Outside Review of Grievances Should be Available.
 - d. Inmates and Line Staff Should Participate in the Design and Operation of the Mechanism.
 - e. All Inmates Should Have Access to the Mechanism, with Guarantees Against Reprisal.

f. The Mechanism Should Be Applicable to as Broad a Range of Issues as Possible and Must Contain Means for Deciding Whether a Specific Complaint is Grievable.

2. Model Mechanisms Based on the Design Principles. The following is an attempt to show what sort of framework the design principles create for a grievance mechanism. A mechanism for an institution with long-term (three months or longer) inmates that conforms to the principles might operate as follows:

STEP ONE: A committee composed of an equal number of inmates and line staff members, run by a neutral, non-voting mediating chairperson, (either an outsider, a staff member, or an inmate) hears grievances. The committee decides issues, where possible, or makes recommendations to the appropriate administrator. (If appropriate, this committee might be an existing inmate liaison council or a committee appointed from its membership.)

STEP TWO: The administrator, whether superintendent, program director, chief jailer, or sheriff, considers recommendations from the committee and makes a decision. The administrator also reviews appeals and decides on them.

STEP THREE: Step Two decisions may be appealed to outside review conducted by an ombudsman, a professional arbitrator, a volunteer citizen from the general community, or a panel of such persons. The outside reviewer hears the grievance and makes a recommendation for solution, which the administrator may accept or reject. Rejected recommendations and the administrator's reasons for rejection may be made public.

STEP ONE VARIATION. An institutional or living-unit grievance mediator (staff member) receives and investigates complaints and presides over a hearing with one voting staff member and one voting inmate (selected randomly). This ad hoc committee makes recommendations to the appropriate administrator.

STEP TWO and THREE remain unchanged.

3. Implementation Principles. The principles enumerated above and the suggested models are intended as guidance for the design of a mechanism. A program or institution that installs a mechanism adhering to all of these principles has a good chance of creating a workable procedural structure. Designing a mechanism,

however, is only half the job. Implementation of the design is just as critical and just as demanding. Moreover, it is easy for administrators to overlook the importance of implementation and leave it totally in the hands of institutional or program personnel. Such a course is almost always a mistake.

There are basic principles to be observed in the implementation of a grievance mechanism, just as in its design. Some of these principles may seem commonplace, but experience with grievance mechanisms throughout the country, has found them ignored far more often than followed. The principles of implementation are:

- a. The Administrator Must Lead the Overall Planning Process.
- b. Everyone Who Will Be Involved With the Mechanism Must Be Trained.
- c. Staff and Inmates Must be Introduced to the Mechanism and Kept Informed About It.
- d. Operations Must Be Monitored and Evaluated.
- e. The Mechanism Should be Activated in Increments.

If administrators will apply both the design principles and the implementation principles enumerated above, they can be reasonably sure that the resulting mechanism will be an effective means for the expression and resolution of inmate grievances.

CLASSIFICATION

2.01 Each facility should develop written policies and procedures which will ensure the classification of inmates in terms of level of custody required, housing assignment and participation in correctional programs. (Essential)

2.02 Each facility should develop a written plan for inmate classification which specifies criteria and procedures for determining and changing status of an inmate, including custody, transfer, and major program changes. Such plan shall be reviewed at least annually for updating purposes. (Essential)

Policy - A good classification program is contingent upon obtaining essential information on which to base an appraisal which will help reduce many security problems, provide safety for staff and inmates and provide inmates with effective corrections programming. See Appendix D for a model classification process.

Procedures -

1. To determine each inmate's degree of security, housing assignment, job assignment, and treatment plan, the following items of information are required:
 - a. Sex.
 - b. Age.
 - c. Offense.
 - d. Pre-trial, awaiting sentence, sentenced.
 - e. Past offense (and conviction) history.
 - f. Probation/parole.
 - g. Medical history, condition and treatment needs.
 - h. Mental/emotional condition and needs.
 - i. Academic and vocational needs.
 - j. Special services and program needs.
 - k. Inmates' attitude regarding himself and others.
2. Female inmates shall be confined in an area which is separate from male inmates.
3. The juvenile shall be held entirely separate and removed from adults. The juvenile shall be so housed

as to be separated by a wall or other barrier which would result in preventing visual contact and normal verbal communication with adult prisoners except in instances of casual contact under supervision.

4. Known homosexuals shall be housed separately.
5. The mentally or emotionally disturbed or retarded inmate shall be housed separately and maintained under increased supervision.
6. Suspected disturbed persons shall be examined by a physician, or other competent person, and action taken to transfer them to an appropriate facility.
7. Persons sentenced to periodic imprisonment, work release program, educational release program or similar sentences, and trustees should be separated from the general population.

2.06

Each facility should develop written policies and procedures specifying an appeals process for classification decisions. (Important)

Policy - Upon completing the classification process, inmates may appeal a decision concerning their level of custody, or participation in correctional programs.

- Procedures -
1. Classification appeal procedures will generally follow the grievance procedures of Standard 1.24 and Appendix C.
 2. Inmates may have the option to bypass the Staff/Inmate Committee on classification appeals since some inmates prefer not to discuss matters relating to their crimes with other inmates. (The seriousness of a crime is relevant to the classification process).
 3. It also may be necessary to restrict the kinds of information made available to inmates.

2.07 Each facility shall develop written policies and procedures prohibiting the segregation of inmates by race, color, creed or national origin. (Mandatory)

Policy - The segregation of inmates by race, color, creed or national origin is prohibited and cannot be used for classification purposes.

- Procedures -
1. Decisions relating to housing assignments should be based only on the inmate's criminal, medical and social histories.
 2. All decisions relating to inmates shall be free from any discriminatory bias concerning race, color, creed or national origin.

See Procedure 2.02, 1.

RECEPTION AND ORIENTATION

2.09 Each facility should develop and implement written procedures for admitting new inmates into a detention facility to include, but not be limited to: Verification of commitment papers; Complete search of the individual; Disposition of clothing and personal possessions; Medical screening; Telephone calls by inmates; Shower; Issue of clean clothing; Photographing and fingerprinting, and making proper notations of abnormal behavior, unusual cuts, scars, abrasions, contusions and identifying marks; Interview for obtaining identifying data; Screening interview by a person trained in interviewing techniques; Orientation; Issue of personal hygiene items; classification for assignment to a housing unit; and assignment to a housing unit. (Essential)

- Procedure -
1. When admitting an inmate to the facility the following should be done:
 - a. Verification of commitment papers by the receiving staff member. See Standards 1.19 and 1.21.
 - b. Pat-down search of the individual and disposition of clothing and personal possessions. See Standards 2.10, 2.11, 5.13, 5.27
 - c. Telephone calls by inmates. See Standard 2.12.
 - d. Photographing, fingerprinting and personal history should be taken unless otherwise available. See Standards 1.21 and 2.13.
 - e. Medical screening. See Standard 5.35.
 - f. Making proper notations of abnormal behavior, unusual cuts, scars, abrasions, contusions and identifying marks. See Standards 4.40 and 5.35.
 - g. Screening, interviewing and orientation. Persons conducting interviews shall be trained in interviewing techniques. See Standards 2.02 and 4.01.
 - h. Complete search of the individual. Shower, issue of personal hygiene items, and clean clothing. See Standards 2.10, 2.11, 5.55, 5.59, 5.61.
 - i. Classification for assignment to a housing unit and assignment to a housing unit. See Standards 2.01 and 2.07.

RECEPTION AND REVIEW

2.10

Each facility shall develop and implement written policy and procedures requiring that all newly admitted inmates and their clothing are thoroughly searched. No person in custodial arrest for a traffic infraction, Class 3 or Class 4 misdemeanor, or a violation of a city, county, or town ordinance, which is punishable by no more than thirty days in jail shall be strip searched unless there is reasonable cause to believe on the part of a law-enforcement officer authorizing the search that the individual is concealing a weapon. (Mandatory)

Policy - Upon admission to the jail, both the person and clothing of all inmates will be searched for the protection, health and safety of the staff, the inmates and general public. See Standards 2.09 and 2.11.

- Procedures -
1. The correctional officer will thoroughly search the inmate using whatever method practical or possible. See Appendix H, Code of Virginia, section 19.2-59.1, which states the prohibitions, exceptions and requirements regarding strip searches. See also Standard 2.11 regarding strip searches.
 2. If the inmate becomes violent, the correctional officer, with assistance, will transfer that inmate immediately to a secure area.
 3. When conducting the search, the correctional officer will be thorough, paying particular attention to the critical areas.
 4. All items discovered in the search will be removed from the inmate and placed in a container.
 5. After examination, the resident's allowable personal property may be returned to him.
 6. Any items discovered during a search, or any items of personal property turned in by the arresting/transporting officer will be examined by the correctional officer. Discovery of any items suspected to be stolen, forged, false, illegal, or contraband*, are evidence and will be reported to the sheriff or chief administrative officer.
 7. Any illegal items found will not be returned to the inmate upon release.

* Contraband - Any item whether intrinsically legal or illegal, that, for security reasons, is not allowed in the correctional facility; this will include but not be limited to any weapon or material that may be easily transformed into a weapon, any tool or material that may be easily transformed into a tool, any drug whether prescription or non-prescription, legal or illegal, that is not approved by the jail physician, any form of explosive, any form of alcoholic beverage, any escape plans or diagrams or blueprints describing the correctional facility, any item or substance whose possession or use is prohibited by law.

2.12

Each facility should develop and implement written policy and procedures specifying that newly admitted inmates who are physically capable are permitted to complete at least two local or collect long-distance telephone calls during the admission process. (Essential)

Policy - During the admission process each newly admitted inmate who is physically able, coherent and so desires will be allowed to complete two telephone calls on local exchanges or long distance (collect only), prior to incarceration for the purpose of notification of family, legal counsel or other appropriate persons of his/her whereabouts or status. See Standard 2.09.

- Procedures -
1. The phone number and name of the individual called is to be recorded on the inmates booking record.
 2. Long distance collect calls are to be placed by the correctional officer only to ensure that they are made at no cost to the locality.
 3. Abusive, threatening or vulgar language will not be permitted; if this begins, the call is to be terminated by the correctional officer.
 4. Calls to judges sitting within the jurisdiction will not be allowed unless the judges indicate in writing their willingness to receive calls from inmates.

2.13

Each facility should develop and implement written policy and procedure which requires that, prior to an inmate's release, positive identification is made of the releasee, authority for release verified and a check for holds in other jurisdictions completed. (Essential)

Policy - In order to insure the proper processing of inmates prior to release from the jail, positive identification shall be made of each inmate, the authority for release verified, and a check for holds in other jurisdictions completed. See Standard 2.09.

- Procedures -
1. When an inmate is discharged, or released to the custody of another officer, a record of the time when and the authority by which he was discharged or removed from the jail must be made.
 2. A check for outstanding wants or warrants will be made through NCIC and other sources.
 3. If released to another jurisdiction, positive identification will be made of the receiving officer and authenticity of the releasing document verified.
 4. The releasing officer shall make positive identification of the inmate through the use of photographs, fingerprints, identifying marks or personal recognition.
 5. A physical inspection will be conducted so that a record can be made of any wounds or injuries at the time of release.
 6. A search will be made of the inmate and his property.
 7. All inmates released from the jail should sign a receipt for property, valuables and cash returned at the time of release.

INMATE SERVICES AND PROGRAMS

3.01

The facility administrator shall develop a written plan to provide inmates with an array of programs that include, at a minimum social services, religious services, recreation, leisure-time, vocational counseling, education courses, and volunteer services; and shall request the funding agencies to assist in the implementation thereof. (Essential)

Policy - In order to be responsive to the needs of the inmates, programs shall be provided which will enable the individual to cope with the stress of incarceration and the reality of isolation from family and community, and to assist the inmate in a meaningful change in behavior.

- Procedures -
1. All resources within the facility, including administrator, supervisor, line staff, clerical and client personnel should be identified. Questionnaires, surveys, interviews and meetings may be used for assimilating information.
 2. All available funding and other resources in the community should be identified such as:
 - a. Social service bureaus
 - b. Junior Chamber of Commerce
 - c. Church groups
 - d. League of Women Voters
 - e. Offender Aid and Restoration
 - f. District planning councils
 - g. Colleges and other schools
 - h. Alcoholics Anonymous
 - i. Mental Health
 - j. Virginia Employment Commission
 - k. Comprehensive Employment and Training Act
 - l. Division of Justice and Crime Prevention
 - m. National Institute of Corrections

3. The specific needs of the inmates should be identified.

4. Programs and ongoing planning, which reflects and is responsive to new developments, new problems or solutions, and any relevant changes in the status of the inmates, facility or community should be considered.

3.02 In providing inmate services and programs, reasonable consideration should be given to the utilization of existing community services, public and private. (Essential)

Policy - Existing community resources should be utilized to maximize cost-effectiveness and reduce possible duplication of services. See Standard 3.01.

Procedures - 1. In communities where such services are available, the chief administrative officer is encouraged to contract with community and volunteer organizations.

2. If no community organization exists to contract for the delivery of services, the chief administrative officer is encouraged to appoint a staff member to carry out these responsibilities.

INMATE WORK PROGRAMS

3.07 The facility should maintain written criteria for eligibility for work assignments and shall maintain a written work assignment plan that takes into account facility security, the inmates' needs and abilities and the number of available work opportunities.
(Essential)

Policy - To ensure the opportunity for inmates to participate in work assignment and work or education release programs written criteria should be developed and utilized. See Standards 1.05, 1.07, 2.01, 2.02, 3.01 and 3.02.

Procedure - 1. The following criteria may be utilized to select sentenced inmates for these programs.

Work Assignment

- a. Persons who are well known and recommended by staff.
- b. Persons who have earned favorable considerations from their jail performance.
- c. Persons who have job skills and are physically able and willing to do the assignment.
- d. The work assignment plan should include a list of jobs such as: clean-up, maintenance, laundry, kitchen, etc.

Work or Education Release

- a. Persons selected should not have detainers filed against them from other jurisdictions.
- b. Persons selected should not have additional cases pending.
- c. Persons selected should have a good jail record and agree to abide by the rules and regulations of the program.
- d. Persons selected should have a job or need to continue working in order not to lose their job or be accepted into an education or training program.
- e. Work and education release rules shall be provided for each releasee.

See Department of Corrections Standards for Work/Study Release, 1981.

3.08 When a local work or education release program is developed, adequate staff should administer these programs. Written policies and procedures should be developed to administer such programs.
(Essential)

Policy - There should be adequate staff or designated persons to administer a work release program in order to ensure an effective program.

- Procedures -
1. The work release supervisor is responsible to the chief administrative officer or designee.
 2. The supervisor is responsible for screening both employers and inmates for the program.
 3. The supervisor is responsible for overseeing the policy, procedures, operations and supervision of personnel in the work release program.
 4. The supervisor is responsible for setting up job interviews and follow-up with employer to determine the releasee's progress.
 5. The work release counselor is to review inmate records to determine eligibility.
 6. All personnel at the jail should be made aware of all work release placements, departure and return schedules, and other details of each work releasee.
 7. The staff, or a designated person should provide counseling for the work releasee and attempt to prepare them for their return to society.
 8. The staff, or a designated person should provide financial advisement for the work releasee. This may include periodic conferences with the releasee to help them decide how their money should be spent.
 9. The staff or designated person should keep good communications with the courts, social services, probation officers, and other people who might be involved with work release.

3.09

An accounting procedure for reporting work release earnings and allocations should be maintained whenever earnings are paid to the facility administrator or his designee. (Essential)

Policy - In order to ensure an effective accounting system records will be kept of all work releasees' earnings and allocations.

- Procedures -
1. The work releasee shall pay a room and board fee for each day if ordered by the court.
 2. The work releasee shall be required to pay on his court costs and fines if ordered by the court.
 3. The work releasee shall be required to pay on the support of his family if ordered by the court.
 4. The work releasee shall be required to pay travel and other expenses made necessary by his work release employment if ordered by the court. See Code of Virginia §53-166.1.
 5. There will be a person in charge of records to insure that each releasee gets the proper receipts and credit for all expenditures and monies received.

INMATE RULES AND DISCIPLINE

4.01

Each facility shall develop written rules for inmate conduct. Also, the facility shall develop, in writing, a set of policies and procedures governing violations of the rules of inmate conduct and a copy of same is to be issued to all inmates. (Mandatory)

Policy - The facility cannot operate safely or effectively unless the behavior of the inmate population conforms to the minimum standards of conduct set forth by the Inmate Rules and Regulations of the jail.

Jail personnel will hold inmates accountable for conduct that violates inmate rules and regulations by implementing disciplinary procedures in order to:

- a. Maintain security, control and safety.
- b. Ensure the inmates' due process rights.
- c. Ensure fair and consistent disciplinary practices.
- d. Ensure proper documentation of violations.

Definition - Violations are divided in two categories. MAJOR AND MINOR.

- a. MAJOR violations are serious in nature, requiring a hearing under due process procedures by an impartial officer, board or panel. See Standard 4.07.
- b. MINOR violations are not as serious as major violations and can be handled by an officer. Punishment can be from a reprimand to loss of privileges. See Standard 4.07.

- Procedures -
1. Jail rules are issued to all inmates.
 2. Rules will be explained to those inmates unable to read or speak English.
 3. The following are to be considered violations of the rules and disciplinary action can result with appropriate punishment.

OFFENSES

- a. Possession of a weapon or sharpened instrument.
- b. Inciting to riot or rioting.
- c. Setting a fire.
- d. Assault upon any person.
- e. Escape, attempted escape, or leaving confinement without permission.
- f. Making forcible sexual advances toward another.
- g. Stealing.
- h. Interfering with an employee in the performance of his/her duties.
- i. Lying or giving false information to an employee.
- j. Possession of unauthorized drugs, drug paraphernalia, or intoxicants.
- k. Being under the influence of drugs or intoxicants.
- l. Destroying or destruction of jail property.
- m. Threatening bodily harm to any person.
- n. Aiding and/or abetting or encouraging another to commit a violation.
- o. Refusing to obey a direct order.
- p. Being in an unauthorized area.
- q. Using vulgar or insolent language toward an employee or non-inmate.
- r. Failure to keep one's person or quarters clean and neat.
- s. Gambling, possession of gambling equipment or paraphernalia, or operating a gambling pool.
- t. Possession of contraband, i. e., anything not specifically authorized.
- u. Unauthorized use of mail or telephone.
- v. Unauthorized contact with visitors or public.
- w. Failure to follow posted safety or sanitation regulations.
- x. Failure to follow posted institutional rules and regulations.

4. The following are penalties or disciplinary actions which may be imposed for violations of Inmate Rules and Regulations:

MINOR VIOLATIONS

- a. Reprimand, the fact of which may be reduced to writing and entered in the inmate's record.
- b. Loss of access to any of the following privileges for a maximum of 15 days:

Unit commissary; or
Movies; or
Recreation and/or extracurricular activities; or
Television, telephone, radio
Visitation

NOTE: Only one privilege may be restricted; multiple losses are prohibited.

- c. Confiscation of personal radio, television, stereo or cassette recorder for a maximum of 15 days.
- d. Cell restriction or quarters restriction for a maximum of 15 days.

MAJOR VIOLATIONS

- a. Penalties a through d of the above.
 - b. Isolation from one to fifteen calendar days.
 - c. Loss of good conduct time of up to total accumulated number of days previously earned and/or isolation from one to fifteen days.
5. Employing penalties appropriately is an extremely important task involved in maintaining a constructive climate within an institution.
 - a. Disciplinary penalties shall not be imposed in an arbitrary or capricious manner.
 - b. Penalties shall not be imposed with a motive of retaliation or revenge.

- c. Penalties are to be imposed in an impartial and consistent manner.
- d. Penalties need be imposed only at such times and to such a degree as are necessary to regulate the behavior of inmates.
- e. Penalties should be imposed in a manner consistent with nature of the offense committed, taking into consideration the inmate, his/her past record, and the effect of the penalty on that inmate's future behavior.
- f. Corporal punishment (punishment applied to the body of the offender) is strictly forbidden.
- g. Limitations on written correspondence are not to be used as a penalty or punishment.

4.02

The facility shall develop written policies and procedures which govern the reporting of disciplinary infractions of inmates.
(Mandatory)

Policy - In order to ensure proper documentation, disciplinary infractions by the inmates should be accurately and promptly reported.

- Procedures -
1. When an employee observes or receives reliable information that an inmate is committing or has committed an offense specified in the Inmate Rules and Regulations, such employee may initiate procedures to charge the inmate with a violation.
 2. The employee shall submit a report, in writing, providing the following information:
 - a. Date the offense was allegedly committed.
 - b. Time the offense was allegedly committed.
 - c. Name of the inmate charged.
 - d. Accused inmate's cell or area living assignment, if applicable.
 - e. Offense charged by category and offense number.
 - f. A summary of all pertinent details. The factual account may be written by following a formula of "who, what, when, where, why and how".
 - g. Names of others who witnessed the alleged violation.
 - h. Signature of the reporting officer (name can be typed or printed below signature).
 3. The reporting employee shall submit the report to the officer in charge of the shift or of the facility, as appropriate. The officer in charge shall render assistance, if necessary, in making sure that all necessary and relevant information is supplied in the report.

4.03 The facility shall develop, in written form, the policy, procedures, and provisions, for a pre-hearing detention of inmates who are charged with rule violations. (Mandatory)

Policy - Pre-hearing detention should not be punitive; it should be used only when necessary to ensure the safety of the inmate or the security of the facility.

- Procedures -
1. The officer must determine whether the accused inmate is to be placed in pre-hearing detention.
 2. An accused inmate may be held in pre-hearing detention for no longer than two (2) working days without bringing it to the attention of the chief administrative officer. See Standard 4.04 Procedures 1 and 6.
 3. It is desirable for all parties concerned to complete the disciplinary process as soon as possible.

4.04 The facility shall develop, in writing, the policy and procedures which will provide an inmate, faced with a disciplinary hearing, an impartial hearing. This impartial hearing may be conducted by an impartial hearing officer, or a board, or a panel of hearing officers. (Mandatory)

Policy - In order to provide for an objective hearing, the disciplinary hearing shall be before an impartial person or committee.

- Procedures -
1. The inmate will be given written notice of any major charge and the factual basis of the charge within two (2) working days after the infraction and at least 24 hours prior to the hearing and the hearing should not be held any later than seven (7) days after the charge has been served on the accused inmate.
 2. The inmate will be present when the charge or charges are heard by an impartial officer or committee.
 3. The inmate may be given an opportunity to have the assistance of a staff member or fellow inmate in defending the charges against him if he is illiterate or if the case is complex.
 4. The inmate may be permitted to have witnesses testify or present statements in his defense and to present documentary evidence, providing that the calling of witnesses or the disclosure of documentary evidence would not jeopardize or threaten institutional security. The chairman will call only those witnesses he/she deems reasonably available and necessary. If witnesses are not called, the Board will list the reason in the findings.
 5. Cross-examination is not required in this type of hearing. In *Wolff v. McDonnell*, 418 U. S. 539, the U. S. Supreme Court called cross-examination in this non-adversary type hearing the "great unwisdom."
 6. The hearing officer, Board or panel, shall consider the testimony of the reporting officer, the accused inmate and witnesses, if any, and based only upon facts presented, shall find the accused inmate either guilty or not guilty.

7. If the inmate is found guilty, a penalty adopted by the jail shall be imposed. Any time spent in prehearing detention may be credited to the penalty imposed.
8. The hearing officer, Board or panel, will dismiss any charges if the inmate is found not guilty, and order the record of charges expunged.
9. Different evidence must be heard for each charge in determining guilt or innocence.
10. No person hearing the testimony should have first-hand knowledge of the offense charged.
11. A hearing may be conducted in the absence of an inmate only when the inmate refuses to appear and he/she cannot be brought to the hearing without the use of force.
12. A written record will be kept of the hearing including the evidence relied upon to arrive at the final decision.

See Appendix G for a Sample "Inmate Violation Report".

4.06

The facility shall develop written policy and procedures which will grant the right, and describe the process in which an inmate or inmates are afforded the opportunity to appeal the decision of the hearing officer, the panel, or board, rendering the contested decision. (Mandatory)

Policy - To further protect the rights of the inmate and to give another party the right to review the facts, an appeal process must be available.

- Procedures -
1. An inmate, if found guilty, is notified of his right to appeal any decision to the chief administrative officer.
 2. An appeal must be in writing and not later than five days after the inmate has been notified of the decision in the case.
 3. An appeal shall be accompanied by a written statement containing all the reasons why a finding of guilt or a penalty should be reversed or reduced, respectively.
 4. The facility administrator shall review all pertinent materials in rendering a decision and notify the inmate of his decision within seven (7) days. This notification may be verbal followed by a written statement.
 5. There is no further appeal after the head of the institution has rendered his decision.
 6. In any appeal, the severity of the penalty can be reduced but never increased.

SECURITY AND CONTROL

- 4.13 The facility should develop written policy and procedures which require that all security perimeter entrances, control center doors, cell block doors and all doors opening into a corridor are kept locked except when used for admission or exit of employees, inmates or visitors, or in emergencies. (Essential)

Policy - To ensure the security of the facility, all perimeter entrances, control center doors, cellblock doors and all doors opening into a corridor, are to be kept locked except when used for admission or exit of employees, inmates, visitors, or in emergencies. See Standard 4.10.

- Procedures -
1. Facility staff should know which doors are to be locked and under what circumstances they are to be opened.
 2. In the use of sallyports, staff should ensure that both doors are not opened at the same time.

- 4.14 Written policy and procedures should provide that, with exception of emergencies, personnel who carry firearms are assigned only to positions that are inaccessible to inmates. (Essential)

Policy - To ensure against inmates obtaining firearms, personnel carrying firearms should limit their movement to areas inaccessible to inmates.

Procedure -

1. When an officer enters the security perimeter, he should not be in possession of his firearm. He should place his weapon in:

- a. a gun box, located outside the booking area, or
- b. inside the control center or in such other location inaccessible to the inmates. See Standard 4.10

4.15 The facility should develop written policy and procedures which specify the conditions under which an officer can enter a maximum security cell or cell block. (Essential)

Policy - An officer should enter a maximum security cell or cell block only under specified circumstances in order to safeguard the security of the staff, inmates and the facility.

- Procedures -
1. The correctional officer should not enter the maximum security cell block alone.
 2. The correctional officer should not enter the maximum security cell block while in possession of any facility keys.
 3. If the correctional officer must enter the maximum security cell block alone, he should notify the control center prior to entry and after he exits.

4.18 The facility should develop written policy and procedures to count inmates accurately and systematically, including strict accountability for those assigned to work release and other temporary release programs. (Important)

Policy - In order to ensure proper security, each facility should maintain an accurate method of accounting for the number of inmates assigned to that facility.

- Procedures -
1. An accurate count of the inmates will be made at least three times a day.
 2. The inmates should be physically counted in the early morning and at bedtime, with an additional count occurring sometime between the early and late counts.
 3. There shall be no movement during counts.
 4. Those inmates assigned to work release or other unaccompanied release programs away from the facility should be required to sign out when leaving and sign in upon return to the facility. Personnel should monitor the sign in/out procedure and count these inmates at departure and return times.
 5. The head count should be verified with the administrative count.
 6. Records should be maintained of all counts.
 7. The chief administrative officer or designee should verify and sign at least one count per day.

See Standard 4.10

4.19

The facility should develop written policy and procedures which specify that, at least weekly, a careful examination be made of all security devices, and that maintenance be routinely performed to ensure their proper operation. (Essential)

Policy - In order to ensure that security devices are in proper working order a method of inspection should be established.

Procedures - 1. At least once a week, all bars, locks, windows, walls, floors, ventilator covers, glass panels, access plates, protective screens, doors and other security devices should be checked carefully for operational wear and inmate tampering.

2. Results of these inspections should be submitted in writing to the chief administrative officer.

3. All defective security equipment should be replaced or repaired immediately.

See Standard 4.10

4.20

The facility should develop written policy and procedures for conducting searches of the facility and of the inmates assigned or otherwise lodged in the facility, including, but not limited to the following:

(a) unannounced and irregularly timed searches of cells, inmates and inmate work areas;

(b) frequent search and careful supervision of inmate trustees;

(c) inspection of all vehicular traffic and supplies coming into or leaving the institution;

(d) use of metal detectors at compound gates and entrances into cell blocks; and

(e) complete search and inspection of each cell prior to occupancy by a new inmate. (Essential)

Policy - Searches should be made for the purpose of detecting contraband and other items that might be a threat to the security and safety of the staff, inmates or the facility. See Standard 4.21

Procedures - 1. Unannounced, irregularly timed searches should be made of the cells, inmates and the inmates' work areas.

2. There should be frequent searches and careful supervision of trustees.

3. There should be close supervision and searches of all vehicular traffic and supplies coming into or leaving the facility.

4. There should be a complete search and inspection of each cell prior to occupancy by a new inmate.

5. Metal detectors should be used at compound gates and entrances to security areas.

6. Routine searches of inmates shall be made by correctional officers of the same sex.

7. A record should be kept of all searches showing the date, time and results.

8. The facility should post for staff use, its policy regarding searches and review same at least annually.

See Standard 4.10

4.22

The facility should develop written policy and procedures which govern the availability, control and use of firearms, ammunition, chemical agents, and related security devices; and ensure that sufficient security equipment is available to meet the facility's needs. (Essential)

Policy - In order to ensure the security of the facility, an adequate arsenal including firearms, chemical agents and security devices shall be available for use.

- Procedures -
1. All weapons and chemical agents are to be secured in an area inaccessible to the inmates.
 2. An inventory will be maintained to include expiration dates of chemical agents and the shelf-life of ammunition.
 3. Issue of any of the above is to be signed for and recorded.
 4. If the facility has chemical agents appropriate protective equipment should be available.
 5. All staff should be properly trained in the use of chemical agents, protective equipment and weapons.
 6. In the event firearms, ammunition or chemical agents are used the procedures in Standard 4.24 should be followed.
 7. Control of the arsenal shall be the responsibility of the correctional officer in charge.
 8. Security devices shall be available and readily accessible to the staff. They shall be used only for purpose of restraint and in no instance shall they be utilized as a means of punishment. See Standard 4.35.

See Standard 4.10

4.24

The facility should develop written policy and procedures that require personnel who discharge firearms or use chemical agents submit written reports to the administrator or designated subordinate no later than the conclusion of the shift during which same are discharged or used. (Essential)

Policy - To ensure the safety and protect the rights of the public, staff and inmates, a written report should be submitted by personnel who discharge a firearm or use a chemical agent.

- Procedures -
1. The report submitted prior to the end of the shift shall include: what, when, where, why, who, and how.
 2. The chief administrative officer should conduct an inquiry and write and maintain a report as to the results and conclusions of his inquiry.

See Standard 4.10

4.25 The facility should develop written policy and procedures for the control and use of facility keys. (Essential)

Policy - To ensure the security of the facility, all keys shall be secured in a central location inaccessible to inmates and other unauthorized persons.

- Procedures -
1. Keys obtained from a central location shall be returned upon completion of the shift or specific task.
 2. No key shall be entrusted to any inmate at any time.
 3. All keys to the facility must be accounted for by the officer in charge of the shift at all times.
 4. Keys passed from officer to officer at shift change shall be recorded and accounted for.
 5. A duplicate set of keys shall be kept in a secure, separate location for use in an emergency.
 6. A coding system should be used for marking keys.
 7. If a staff member loses a key or discovers a key missing he will immediately notify the officer in charge of the shift and submit a written report.

See Standard 4.10

4.26 The facility should develop written policy and procedures that governs the control and use of tools and culinary equipment. (Important)

Policy - To ensure the safety and security of the facility, the inmates, staff and other users of the facility, strict control must be maintained in the storage of, access to and use of maintenance tools, culinary implements, containers and other items which have the potential of being used as weapons or means for escape.

Procedures - Tools and Maintenance Equipment

1. All maintenance tools shall be stored outside the security area, in an appropriate locked closet or locker.
2. All tools shall be counted as they are taken into the security area, and fully accounted for after they are removed from the area.
3. Key control for tool storage shall be the responsibility of the chief administrative officer.
4. No tools will be left in the security area.
5. A periodic inventory of all tools should be made.
6. Any missing or unaccounted for tools and maintenance equipment will be immediately reported to the correctional officer in charge who shall take necessary steps to locate them.

Culinary Implements and Containers

1. Culinary implements shall be stored in a secure area inaccessible to all but authorized persons.
2. Culinary implements shall be inventoried by the person in charge on a continuing basis after each usage or issue.
3. Any missing or unaccounted for implements or containers will be immediately reported to the correctional officer in charge who shall take necessary steps to locate them.

See Standard 4.10

4.27 The facility should develop written policy and procedures that specify the control, storage, and use of all flammable, toxic, and caustic materials in accord with State and local requirements. (Mandatory)

Policy - To ensure the safety and security of the facility, inmates and staff, no flammable, toxic, or caustic materials will be stored in the security area of the facility.

Procedures - 1. Materials will be stored in an area removed from the security area and will be kept locked at all times.

2. Materials will be issued on an as needed basis; unused portions returned and a strict inventory control will be maintained.

See Standards 4.10 and 5.46

4.28 The facility should develop written policy and procedures which clearly describe every custodial position in the facility and make copies available to all employees. (Essential)

Policy - In order to help management provide safety and security for the staff and inmates, each facility should have written orders of instruction including duties and responsibilities, for each position within the facility.

Procedures - 1. The procedures for carrying out a specific duty assignment constitute a post order.

2. The post order should include but need not be limited to:

a. Obtaining all pertinent information relative to the post from person being relieved.

b. Making the necessary security check of doors, keys, controls and other items necessary for security and safety of inmates, staff and facility.

c. Reporting to the supervisor any and all trouble areas or unusual findings immediately.

3. Copies of post orders shall be made available to all staff members.

4.29

The facility should develop written policy and procedures for dealing with escapes and attempted escapes. These policies and procedures should be reviewed at least annually and updated as necessary. (Essential)

Policy - To ensure the security of the facility and safety of the community, all personnel will constantly be aware of the potential for escapes.

- Procedures -
1. When a staff member suspects or discovers that an escape has occurred, he/she will notify the immediate supervisor using the quickest means of communication available. If the supervisor is unavailable then the person(s) next in command is to be notified.
 2. When the escape is from the jail:
 - a. A general lockup of all inmates will be implemented.
 - b. A head count will be conducted to identify any inmates(s) not present or accounted for.
 - c. A search of the entire facility will be made in order to:
 - Confirm that inmates unaccounted for are not within the facility.
 - Locate and secure the means of escape.
 - Insure that all areas are secure.
 3. As soon as possible the sheriff or person(s) in authority will be given the following information:
 - a. The name(s) of any inmate(s) unaccounted for.
 - b. The means of escape if known.
 - c. The inmate's description.
 - d. Any other information which may be useful.
 4. Sufficient personnel will remain within the jail to supervise inmates until relieved.

5. A log of all events will be maintained for the duration of the emergency.
6. Field personnel will be notified of the escape.
7. The following information will be disseminated to all surrounding jurisdictions, the jurisdiction of the sentencing court, and appropriate law enforcement agencies to include those of the inmate's residence and family.
 - a. Name of escapee(s).
 - b. Description of escapee(s), physical and clothing.
 - c. Whether escapee(s) are considered dangerous and/or armed.
 - d. Last known residence of the escapee(s).
 - e. Addresses of escapee's family and known friends.
 - f. Information relating to the possible direction of travel.
 - g. Any other information which may assist in the capture of the escapee(s).
8. When appropriate, the sheriff, or person in authority, will contact surrounding law enforcement agencies for the establishment of roadblocks on primary and secondary roads leading out of the area.
9. The sheriff, or person in authority, will prepare and issue a public announcement through the local media. This announcement will:
 - a. Inform the public of an escape and of the precautions which should be taken.
 - b. Give a description of the escapee(s).
 - c. Encourage the public to report immediately any unusual situations or possible sightings of the escapee(s).
10. The sheriff, or person in authority will, upon the apprehension of the escapee(s):
 - a. Check the physical condition of the escapee.
 - b. Notify all personnel, law enforcement agencies and the media of the inmate's capture.
 - c. Provide for more secure housing of the escapee(s).

d. Take steps necessary for the prosecution of the escapee(s).

11. A comprehensive report of the escape should be submitted to the proper authorities.
12. A critique of the implementation of the escape procedures should be made as soon as possible after the incident.

See Standard 4.10

4.30 The facility should develop policy and procedures which will govern the use of security space in the event of a group arrest that exceeds the maximum capacity of the facility. (Essential)

Policy - In order to safely and effectively handle group arrests above the capacity of the facility, a pre-planned procedure should be developed.

- Procedures -
1. Identify a suitable containment space at or near the facility.
 2. If the area is not equipped with toilets and drinking water, provisions for portable units should be made.
 3. The nutritional needs of the inmates must be provided for.
 4. Adequate internal and external security must be provided.
 5. Adequate bedding must be furnished if detainees are kept overnight.
 6. Provisions for medical care should be made.

4.31 The facility should develop policy and procedures to be followed in emergency situations, i.e.: fire, disturbance, taking of hostages; these will be made available to all personnel and shall be reviewed and updated annually. (Mandatory)

Policy - In order to ensure safe and effective operation in emergency situations, policy and procedures should be developed and made available to all personnel.

- Procedures -
1. Develop written policy and procedure for emergencies. See Standard 5.49 for fire and major emergency situations. See appendix E for a model hostage plan.
 2. Make policies and procedures available to and train all staff in their implementation.
 3. Make other appropriate agencies aware of the procedures and be sure they understand their roles during the emergency.

4.32 The facility policy and procedures should specify in writing where there is a special unit of personnel to assist in the event of an emergency. (Important)

Policy - To ensure adequate personnel are available in emergencies, special persons from outside the jail should be identified and appropriately oriented as to their roles in an emergency.

Procedure - See Standard 5.49 procedure 1.b.

4.33

The facility should develop a written plan that provides for continuing operation in the event of a work stoppage or other job action. (Essential)

Policy - To ensure against total disruption or closedown of the facility, written plans are needed to provide for continuing operation in the event of a work stoppage by staff or inmates.

- Procedures -
1. Determine which duties are essential for continued operation.
 2. Provide for crosstraining of staff in essential duties.
 3. Maintain records for those who have been cross-trained in essential duties.

4.34

The facility should provide an alternative plan in writing to enable it to maintain essential lights and communications in an emergency situation. (Essential)

Policy - In order to ensure that emergency lights and communications are available an alternative power source is essential.

- Procedures -
1. Identify source of power for emergency lights and communication, i.e. purchase, rental, portable type equipment.
 2. Test the emergency power source and communications equipment periodically.

4.35

The facility should develop written policy and procedures which specify and restrict the use of physical force which is necessary for instances of self-protection, protection of others, protection of property and prevention of escapes. Such physical force shall be restricted to that necessary only to overcome such force as being exerted. A written report should be prepared following all uses of force and should be submitted to the Administrator for review and justification. (Essential)

Policy - The use of physical force against an inmate or visitor by jail personnel is restricted to prevention of escape, assault, or threat of assault, and destruction of property.

- Procedures -
1. Jail personnel will use acceptable techniques, or approved special equipment when the use of physical force is necessary.
 2. Jail personnel will use physical force only as a last resort and only after fair warning.
 3. When jail personnel use physical force, they will submit a written incident report to the chief administrative officer before going off duty. This report will include at a minimum:
 - a. a description of the incident;
 - b. justification for the use of physical force and type used;
 - c. any impairment or injury caused by the use of physical force;
 - d. any other immediate action taken by the staff person using physical force, such as, medical attention, segregation, etc.
 4. The staff person using physical force and the inmate the force is used against will receive immediate medical attention if necessary.
 5. The submission of an incident report by a staff person in a situation where physical force is used will be handled in accordance with facility policies and procedures.
 6. The chief administrative officer will make inquiry into the use of physical force by a staff person.
 7. The chief administrative officer will take action against a staff person who uses unjustified physical force.

See Standard 4.10

4.36

The facility should develop policy and procedures to govern the use of restraint equipment. (Essential)

Policy - Instruments of restraint, such as handcuffs, chains, irons, and straitjackets will not be applied as a penalty, and such instruments shall not be applied for any longer time than is necessary nor shall any inmate so restrained be left unsupervised.

- Procedures -
1. Chains or irons will not be used as restraints within the security area except when moving the inmate in and out of the area.
 2. Other instruments of restraint shall not be used except:
 - a. as precaution against escape during a transfer;
 - b. on medical grounds by direction of a physician;
 - c. by order of the chief administrative officer in order to prevent an inmate from injuring himself or others or from damaging or destroying property.

See Standard 4.10

SPECIAL MANAGEMENT

- 4.37 The facility should develop written policy and procedures for disciplinary detention of inmates who require temporary separation from the rest of the inmate population. (Essential)
- 4.38 Each facility should develop and implement written policy and procedures to provide for administrative segregation of inmates who pose a security threat to the facility or other inmates and for inmates requiring protective custody. (Mandatory)
- Policy - To insure the health, safety and security of the general population of the facility, any inmate whose conduct is detrimental to the security of the inmates and facility or who requires protective custody shall be removed from the general population and placed in disciplinary detention or in administrative segregation.
- Procedures -
1. Disciplinary detention or administrative segregation can be initiated by:
 - a. Identification by staff of a violation of rules or criminal statutes.
 - b. Identification upon admission to the facility of any inmate who is a known security risk or is a threat to the other inmates of the facility. Also see Standard 4.40 in reference to mentally ill inmates.
 - c. Administrative request received in writing from the inmate stating his reason for being removed from the general population. Action taken on the request shall be as soon as possible. The inmate will receive in writing a reply as to whether his request is approved or denied.
 2. The inmate will be notified at the time of his/her separation as to the reason for removal from the general population.
 3. The inmate is returned to the general population:
 - a. At the completion of disciplinary period.
 - b. By his/her request, found to be valid, in the case of voluntary admission.
 - c. At such time his/her actions and behavior indicate that there is no further need for segregation.
 4. An inmate who is placed on disciplinary detention may also be denied privileges such as visitation, canteen, recreation, etc.

- 4.39 Each facility should develop and implement policies and procedures to ensure that, inmate behavior permitting, the disciplinary detention and administrative segregation units provide physical living conditions that approximate those offered the general inmate population. (Essential)
- Policy - In order to ensure that inmates are treated equally, the disciplinary and administrative segregation units should provide physical living conditions that approximate those offered in the general inmate population, inmate behavior permitting.
- Definition - Physical structure of units.
1. An area of a size consistent with the other cells in the facility.
 2. Adequate ventilation, heating and lighting.
- Secured objects inside cell area.
1. One jail-type bed.
 2. One fully operative toilet and wash basin.
- Procedures -
1. Unsecured objects inside the cell area may vary depending upon the behaviors of the inmate and the reason(s) he/she has been placed in the unit.
 2. Inmates exhibiting tendencies towards destruction of materials such as mattresses, bed linens, blankets and pillows should not be afforded these items.
 3. Inmates exhibiting tendencies toward suicide or self injury with any items should not be afforded them.
 4. Records should be kept of the reasons for denial of any unsecured items.

4.40 Each facility should develop and implement written policy and procedure to ensure that an inmate suspected of being mentally ill is placed in segregated housing. A facility should immediately notify the court of jurisdiction. (Essential)

Policy - In order to ensure the safety and welfare of inmates who request, or appear to be in need of mental health care, jail personnel will immediately assign and place an inmate in a medical, segregation or isolation cell. The court of jurisdiction will be notified immediately or not later than 9:00 a.m. of the court's next working day.

- Procedures -
1. Correctional officers will immediately notify the medical supervisor on duty and the officer in charge if an inmate:
 - a. Appears to be disoriented (does not know the date, where he/she is, what is happening to him/her);
 - b. Displays uncontrollable or inappropriate behavior (uncontrolled crying, anger, having visions or hallucinations);
 - c. Appears to be seriously depressed or exhibiting suicidal actions.
 2. The correctional officer will describe the inmate's behavior to the medical supervisor or officer in charge.
 3. The officer in charge will notify the court of jurisdiction.
 4. The correctional officer/medic will put the inmate in the holding cell and observe his/her behavior until the mental health emergency is terminated.
 5. The correctional officer will ensure that all items which could be used by the inmate to inflict self harm are taken from the inmate and from the holding cell.

NOTE: Policy and procedure should exist under Medical and Health Care Services to cover mental health emergencies.

4.41 Each facility should develop and implement written policy and procedures to ensure that staff members in disciplinary detention and administrative segregation units maintain a permanent log. (Essential)

Policy - A written record or log, with entries in ink, or a timeclock record, shall be maintained by staff members assigned to disciplinary detention or administrative segregation duty.

- Procedures -
1. Entries shall be made in a permanently bound volume.
 2. Entries shall show:
 - a. The time of security check by the staff member.
 - b. His/her signature or initials.
 - c. Any relevant remarks.

4.42

Each facility should develop and implement written policy and procedures requiring that an assessment including a personal interview and medical evaluation, are conducted when an inmate remains in administrative segregation or disciplinary detention beyond 15 days and every 15 days thereafter. (Essential)

Policy -

In order to assess the inmate's health and well-being every inmate shall receive a medical evaluation and personal interview after fifteen (15) days in administrative segregation or disciplinary detention and every fifteen (15) days thereafter.

Procedures -

1. The chief administrative officer or a designated representative should conduct a personal interview with the inmate and make a written report.
2. The medical personnel should make a physical examination and medical evaluation of the inmate.
3. In no case shall an inmate be held in disciplinary detention in excess of 30 days.

4.45

The facility should develop written policies and procedures that regulate the movement of inmates within the facility. (Essential)

Policy -

In order to ensure safety and security, movement of inmates within the facility should occur in an orderly fashion.

Procedures -

1. When movements are to be conducted there should be adequate staff to provide supervision.
2. Advance notification should be given the inmates before time for the movement.
3. The area into which the inmates are to be moved should be thoroughly checked and secured.
4. The route of movement should be checked and secured.
5. The inmates to be moved should be counted before and after movement.
6. Minimum security and maximum security inmates should not be moved together.
7. Male and female inmates who are unsupervised should not be moved together.
8. Juveniles shall not be moved at times when they may routinely come in contact with adult inmates.

- 4.46 Written policy should be developed that prohibits inmates from supervising, controlling, or exerting any authority over other inmates. (Essential)

Policy - In order to keep supervision and control of inmates in the hands of the jail staff, NO inmate shall be allowed to supervise, control, or exert any type of authority over other inmates.

FACILITY DESIGN AND OPERATIONS

FOOD SERVICES

- 5.01 Written policy and procedures should assure a food service program that meets the dietary allowances as stated in the "Recommended Dietary Allowances, National Academy of Sciences" on file with the Department of Corrections. (Essential)

Policy - A food service program which meets the Recommended Dietary Allowances, National Academy of Sciences, is essential to promote a positive jail atmosphere and ensure the health of the inmates.

Definitions - Recommended Dietary Allowances

1. Fruits - two or more servings daily.
 - a. Should serve juice once a day.
 - b. Should have a citrus fruit or juice daily.
 - c. Should serve fresh fruits several times a week.
 - d. Should incorporate fruits into desserts/puddings/jello.
2. Vegetables - two or more servings daily.
 - a. Should emphasize dark green, leafy and yellow vegetables.
 - b. Should serve a variety of vegetables.
3. Breads and Cereals - four or more servings daily.
 - a. Include whole grain bread, biscuits/muffins, pasta products, etc.
4. Meats/Poultry/Fish and Beans - two or more servings (4 oz.) daily.
5. Milk and cheese - should have two 8 oz. glasses of milk per day.
6. Sweets - These should be limited.

Procedures - 1. The jail facility should utilize a person qualified in food service as the jail cook/food service supervisor or contractor.

2. The cook/supervisor will ensure that the food service program complies with the following standards:
 - a. Local, State and federal health codes.
 - b. Local, State and federal fire codes.
3. The cook/supervisor will maintain a system of inspections, both internally and by outside agencies. See Standard 5.46
4. The cook/supervisor will supervise and train kitchen workers and be familiar with security aspects of jail operations.
5. The cook/supervisor is directly responsible for the preparation and service of all meals.

5.03 Written policy should ensure advance menu preparation. (Essential)

Policy - The facility should prepare menus sufficiently in advance to ensure economy in purchasing, supply and inventory control of foodstuffs.

Definitions - Menu Plans

1. The Department of Corrections will make available to the facilities a 28 day cycle master menu on a bi-yearly basis. These menus are balanced nutritionally and economically.
2. The facilities can make their own menus using the master menu as a guide. These menus should show a four-week cycle also and should be balanced nutritionally.
3. Menus should be posted.
4. Meal items can be changed on the menu, provided they are noted on the menu. The menu guidelines should be followed when making a substitution.
5. If there is any question whether a menu is nutritionally balanced, it can be submitted to the Department of Corrections Food Service Consultant for analysis.

Catered Meals

1. All meals that are catered should meet the requirements for:
 - a. Recommended Dietary Allowances.
 - b. Virginia Department of Health Sanitation Code.

5.04 Written policies and procedures should ensure that all meals are served under direct supervision of staff members. (Essential)

Policy - All jail meals should be served under direct supervision of staff members to ensure that sanitation is maintained and favoritism, careless serving and waste are avoided.

Procedure - 1. All jail meal service should be monitored by the jail cook/food service supervisor or other jail personnel.

5.05 Written policies, procedures, and screening criteria shall allow only inmates in good health and free from communicable disease and open, infected wounds to be assigned to food service work. (Mandatory)

Policy - In order to ensure hygienic food handling only inmates in good health and free from communicable disease and open infected wounds are to be assigned to food service work.

- Procedures -
1. Inmates are to be cleared through the doctor/infirmary before becoming assigned to food service.
 2. No person while infected with a disease in a communicable form that can be transmitted by foods or who is a carrier of organisms that cause such a disease or while afflicted with a boil, an infected wound, or an acute respiratory infection shall work in food service in any capacity in which there is a likelihood of such person contaminating food or food-contact surfaces with pathogenic organisms or transmitting disease to other persons.
 3. Inmates shall thoroughly wash their hands and the exposed portions of their arms with soap and warm water before starting work, during work or as often as is necessary to keep them clean, and after smoking, eating, drinking or using the toilet. Inmates shall keep their fingernails clean and trimmed.
 4. The clothing of all inmates in food service shall be clean.
 5. Inmates shall use effective hair restraints to prevent the contamination of food or food contact surfaces.
 6. There shall be no smoking in food service areas while food is being prepared.

5.06 Written policies and procedures should allow for modification in menus based on inmates' medical or reasonable religious requirements. (Essential)

Policy - In order to ensure health and inmate rights, the jail food services should allow for modification in menus based on inmates' medical or reasonable religious requirements.

Procedures - Reasonable Religious Requirement

1. The jail food service may consult with local clergy to ensure that appropriate meals are planned for inmates with special religious beliefs.
2. The jail food service will record all special meals served because of inmates' religious beliefs.

Special Therapeutic Diet

1. The jail cook will prepare special diets for inmates with special therapeutic needs as directed by jail physician.
2. The special diet menu should adhere to the regular menu as closely as possible.
3. The jail food service will keep a record of special diets served to inmates with special therapeutic needs.

5.08 Written policy and procedures should provide for at least three meals daily with no more than 14 hours between evening meal and breakfast, and a minimum of two hot meals within every 24 hours. (Essential)

Policy - In order to ensure good health and morale, the jail food service should provide at least three meals daily with no more than 14 hours between the evening meal and breakfast and a minimum of two hot meals within every 24 hours.

Procedures - 1. The jail food service will schedule meals with no more than 14 hours between the evening and breakfast meal.

2. The jail food service will provide an inmate returning to the jail after scheduled meals with a comparable meal.

5.09 Written policy shall preclude the use of food as a disciplinary measure. (Mandatory)

Policy - Proper nutrition is essential to inmate health and moral; under no circumstances shall food be withheld for disciplinary reasons.

INMATE MONEY AND PROPERTY CONTROL

5.13 Written policy and procedures shall state what items the inmate may retain in his possession. (Mandatory)

Policy - It is recognized that an inmate cannot live a life of complete austerity while in confinement. Custody, safety and security considerations, however, dictate the need to limit the number and/or nature of items an inmate may be permitted to retain while incarcerated.

- Procedures -
1. The items which an inmate may retain in his possession should be determined by the chief administrative officer of the facility.
 2. A listing of these items should be published and disseminated to all inmates and staff.
 3. The list of approved items shall be formulated with consideration being given to the following:
 - a. Space available for storage in the inmate's cell area.
 - b. Capability to conceal contraband.
 - c. Applicable building and fire codes.
 - d. Commissary procedures.
 - e. Legal defense preparation.
 - f. Religious convictions and practice.
 4. Any clothing or personal possessions taken from the inmate upon admission shall be accurately recorded, securely stored (or disposed of as directed by the inmate) and returned to the inmate upon release.

MAIL, VISITING AND TELEPHONE

- 5.17 Written policy and procedures governing inmate correspondence shall ensure that all inmates, regardless of their jail status, shall be afforded the same correspondence privileges; correspondence privileges shall not be withdrawn as punishment. (Mandatory)

Policy - It is essential to morale, maintenance of family ties and legal rights that communication by mail with family, friends and others concerned with the inmate be unrestricted, except as provided by law.

- Procedures -
1. An inmate with no money with which to buy paper, envelopes, or stamps will be supplied with these materials for correspondence with those special persons or groups listed in #2 below. Inmates who cannot purchase these materials shall be supplied a reasonable quantity of same for other general correspondence. Limited to 5 letters per week. See Standard 5.22.
 2. All letters from the following special categories will not be read and may be inspected only in the presence of the inmate:
 - a. Attorneys.
 - b. Federal and state elected or law enforcement officials.
 - c. Court officials.
 - d. Officials of the Department of Corrections.
 - e. American Civil Liberties Union, National Association for the Advancement of Colored People, Urban League, Offender Aid and Restoration, and other such established social action organizations as may be designated by the facility.
 3. Inmates may subscribe to or receive through the mail any newspaper, magazine or book with the exception of publications which constitute a clear threat to the security of the facility.
 4. If the inmate is no longer incarcerated, the incoming mail will be promptly forwarded or returned to the sender.

5. Notary services shall be provided.
6. Mail will not be censored nor read unless there is reasonable suspicion that such correspondence poses a clear threat to the safety and security of the facility.
7. When mail is withheld from an inmate, the inmate will be given notification of the mail withheld, its contents, and the reason for it being withheld.
8. Indigent inmates shall be provided with postage for special category mail as noted in Procedure #2 above.
9. Incoming mail:
 - a. Incoming mail is to be opened and shall be examined for contraband but the letters will not be read or censored.
 - b. Any cash, certified checks or mail money orders will be applied to the inmates personal property records and a receipt will be issued to inmate for all monies accepted.
 - c. Incoming packages will be opened and inspected for contraband.
 - d. Contraband is logged and reported to the chief administrative officer.
 - e. The inmate in question is notified that the contraband mailed to him has been confiscated.
 - f. The chief administrative officer notifies the sender and inmate in writing of the confiscation. The notification gives the reason for the seizure, a description of the contraband and states that the sender has the opportunity to challenge the seizure before the jail administrator or sheriff.
 - g. The contraband will then be stored, destroyed or returned to sender.
10. Outgoing mail:
 - a. Mail from inmates will be picked up on a scheduled basis and checked to see that all mail is sealed, has a return address and correct postage. Each outgoing letter may be stamped with the name of the jail or facility.
 - b. Outgoing mail will not be opened or inspected.

NOTE: The above policy and procedures also apply to Standards 5.18 through 5.22.

5.23 Written policy and procedures shall ensure inmates reasonable access to telephone facilities. (Mandatory)

- Policy - It is essential to morale and maintenance of family ties that outgoing communication by telephone, with family, friends and others concerned with the inmate, be made available.
- Procedures -
1. On a schedule approved by the administration, each inmate will be allowed the use of a telephone to make personal calls.
 2. Local calls are to be free of charge unless a pay telephone is being used; long distance calls are to be collect.
 3. A notation will be maintained as to when access was given to the telephone.
 4. For special calls which cannot be made during regular telephone time, the inmate must make a written request stating why the call could not be made at the regular time, whom he wishes to speak with, and any other relevant information. This written request should be retained. Security should not be compromised in allowing an inmate use of the telephone at unscheduled times.

See Standards 2.09 and 2.12

5.24 Written policy and procedures should ensure that emergency messages to inmates are delivered promptly and recorded. (Essential)

- Policy - Recognizing the need for the receipt of emergency information, messages of this nature will be promptly delivered and recorded.
- Procedures -
1. Messages will be logged when received, and delivered to the inmate.
 2. The logged notification can be either kept on an individual basis, stored in the inmate's folder or in the daily log.

5.25 Written policy and procedures which govern visiting should be reviewed at least annually. (Essential)

Policy - In order to assess the effectiveness, appropriateness and applicability of procedures related to the visitation of inmates, such procedures should be periodically reviewed and evaluated.

- Procedures -
1. The frequency of the review process is to be determined by the chief administrative officer of the facility. The review however must occur at least annually.
 2. The composition of the review panel or board is to be determined by the chief administrative officer, but should include staff members who must work with the procedures on a daily basis.
 3. Notification of any changes should be made within a reasonable time to ensure compliance by staff, inmates and visitors.

5.26 Written policy and procedures should ensure maximum visiting opportunities limited only by facility schedules, and space and personnel constraints. (Essential)

Policy - It is recognized that visitation of inmates can prove valuable to both morale and inmate adjustment. Visitation should be facilitated as much as possible, limited only as necessary.

- Procedures -
1. The area and times designated for inmate visitation will be determined by the chief administrative officer of the facility.
 2. Visitation should be incorporated into the total facility scheduling of programs and activities.
 3. The schedule and length of visitation should provide for optimum dialogue while taking into account such factors as:
 - a. Number of inmates receiving visitors.
 - b. Number of visitors per inmate.
 - c. Staff members on hand.
 - d. Number of persons who can be accommodated in the visiting area.

5.27 Each facility should have a list of approved items which visitors may bring into the facility. Items brought into the facility by visitors for inmates should be subject to inspection and approval.
(Essential)

Policy - In order to ensure the safety and security of the facility each item accepted must be on an approved item list and be inspected for contraband before it can be delivered to an inmate.

Procedures -

1. A list approved by the chief administrative officer will be posted, and available to inmates and visitors.
2. Items not acceptable will be returned to the visitor.
3. Each item will be subject to search for contraband. If the item cannot be searched without serious damage, it will not be accepted even though it may be on the approved item list.

5.28 Written policy and procedures shall specify visitor registration upon entry into the facility and the circumstances and method under which visitors may be searched. (Mandatory)

Policy - In order to ensure the safety and security of the facility all visits shall be logged and visitors may be searched prior to entering the security area.

Procedures -

1. Appropriate signs will be posted advising that entry beyond a security point will make a person subject to search.
2. Written procedures approved by the chief administrative officer will designate the type of search and by whom it will be conducted.
3. Each visitor shall be logged.
4. Contraband found during a search will be kept outside the security area and returned upon the visitor's departure unless it is an illegal item at which time proper criminal procedures may be initiated.
5. A visitor who refuses to be searched will be denied access to the facility. This action should be logged providing adequate documentation.

MEDICAL AND HEALTH CARE SERVICES

5.33 Written policy shall provide 24-hour emergency medical care availability. (Mandatory)

Policy - To ensure proper inmate health care the chief administrative officer will assure that emergency medical services are available on a 24-hour a day basis.

- Procedures -
1. In the absence of on-duty medical personnel it may be necessary to transport an inmate to receive medical attention.
 2. When necessary an emergency medical vehicle or rescue squad shall be used.
 3. Appropriate security measures will be used in all medical transportations.

See Standard 5.37.

5.35 Written policy and procedure should provide that receiving screening be performed on all inmates upon admission to the facility. (Essential)

Policy - In order to protect the health and well-being of the inmates and staff, each new inmate shall receive medical screening upon admission.

Procedure - 1. Receiving screening may include but not be limited to:

- a. Current illness or health problems.
- b. Medications and special health requirements.
- c. Substance abuse and history thereof.
- d. Observation of behaviors and physical appearance and examination of obvious or stated medical conditions.
- e. Survey of past medical history.
- f. Determine if medical and/or hospitalization insurance is carried.

See Standard 2.09, procedure 1, e and f.

CONTINUED

1 OF 2

5.36

Written procedures should be developed whereby inmates can be informed, at the time of admission to the facility, of the procedures for gaining access to medical services. (Essential)

Policy - To assure inmate access to medical services each facility should ensure that information regarding access to health care services is communicated to inmates at the time of admission to the facility.

- Procedures -
1. Upon admission inmates will be informed orally and in writing of the procedures for gaining access to medical services including emergency services.
 2. Inmate requests for non-emergency services will be submitted on appropriate forms.
 3. Request forms will be collected at least daily. These forms should be retained.
 4. Arrangements should be made for the inmate to obtain medical attention.
 5. The inmate should be informed that he may call a licensed physician of his choice who must provide the service at the facility subject to the approval of the facility physician. It must be understood by both doctor and inmate that the inmate is responsible for the cost of the medical care and treatment.

5.40

Written standard operating procedures for the management of pharmaceuticals shall be established and approved by the facility's physician or pharmacist. (Mandatory)

Policy - While it is recognized that pharmaceuticals are an integral part of a total health care system, an approved system for the management of pharmaceuticals is necessary for the health and safety of inmates and staff.

- Procedures -
1. Pharmaceuticals shall be brought into the facility only through a valid prescription by a licensed physician for a documented medical need.
 2. Pharmaceuticals shall be procured only from a licensed pharmacy.
 3. Pharmaceuticals shall be dispensed in accordance with the individual prescription.
 4. Pharmaceuticals shall be maintained in a secure condition with only the individuals responsible for their administration having access thereto.
 5. Medication shall be administered only to the individual for whom it was prescribed.
 6. When an inmate is released from the facility, any unused medication for that inmate shall be returned to the issuing pharmacy within 15 days or otherwise destroyed according to law.
 7. Records shall be maintained which reflect each medication prescribed, times to be administered, number of times taken or refused and total doses consumed. All dosages or refusals shall be signed for by appropriate personnel.
 8. If the facility obtains prescription items from the Department of Corrections Pharmacy, the provisions of Board of Pharmacy Regulation 27.3 shall be followed. See Appendix F.

5.46

Written policy and procedures should establish a scheduled semi-annual examination of all fire, safety, and health related areas of the facility by a qualified person and written reports filed with the facility administrator. (Essential)

Policy - In order to ensure the safety and security of the inmates, staff and other users of the facility, the chief administrative officer shall establish a schedule of inspections of all fire, safety and health related areas of the facility.

- Procedures -
1. Inspections are to be conducted at least semi-annually.
 2. Inspections shall include all areas of the facility.
 3. Inspections shall be conducted by qualified personnel consisting of the following:
 - a. Fire - Fire Marshal, Fire Chief or such person designated by local fire code or other applicable standard for fire safety.
 - b. Safety - Local safety engineer, building inspector or such person designated by local safety or other applicable safety standards.
 - c. Health - Local health department, sanitarian or sanitation inspector or such other person as may be designated by the local health services director.
 4. The chief administrative officer shall receive and maintain a file of the reports of these inspections.
 5. The chief administrative officer upon receipt of reports of deficiencies in the facility shall cause to be made immediately, such corrections as may be necessary to bring the facility into full compliance with fire, safety and health code requirements or obtain the necessary waiver.

5.47

Written procedures should specify the facility's fire prevention practices to ensure the safety of staff, inmates, and the public. They should be examined semi-annually. (Essential)

Policy - Each facility should utilize fire prevention practices for the safety of staff, inmates, and public.

- Procedures -
1. Each facility should have appropriate fire extinguishing equipment on each floor.
 - a. The equipment should be accessible to staff members and not to the inmates.
 - b. Staff members should be familiar with location and use of all fire fighting equipment.
 2. Each facility should have a fire alarm or alerting system to the fire department dispatch center.
 3. Each facility should have the appropriate containers for trash and cigarette remains.
 4. Each facility should have in use non-combustible materials whenever possible.
 5. The equipment and alarm system should be inspected at least twice per year.
 6. The local fire marshall should inspect the facility at least twice per year. See Standard 5.46.
 7. All local and state fire codes should be met.

See Standard 5.49.

5.49

The facility should have a written master plan for the safe and orderly evacuation of all persons in the event of a fire or major emergency. Such a plan should be rehearsed by the staff and recorded quarterly. (Essential)

Policy - Fire plans and emergency evacuation procedures should be developed to reduce injuries, loss of life and property.

- Procedure -
1. The chief administrative officer will develop and maintain a written plan for the safe and orderly evacuation of the facility. This plan will include at a minimum:
 - a. Immediate Action:
Nature and location of fire or major emergency.
Notification of other staff members and supervisor that an emergency exists.
Notification by designated person of
Emergency Services (fire dept., emergency medical services, medical officers or hospital) if fire is beyond control and capability of in-house equipment and staff.
Designated person begins notification of personnel to execute evacuation and relocation. Those notified include staff and agencies which are included as mutual aid in the plan (i.e. local police dept., State Police, sheriff's depts.) This must be done quickly and a fan-out notification type system is suggested.
Definition "fan-out": Designated person calls another person or persons who is assigned a pre-arranged group to notify.
Establish Command Post at designated location manned by designated staff and officer in charge.
 - b. Coordination with Staff and Other Agencies:
Command Post - This is the area for overall coordination, control and execution of the plan. It may be located outside the facility at a prearranged location - all efforts are directed through the Command Post and all accountings of the operations are made to the commander.
Staff Assignments - staff members should be assigned specific posts and must know the post duties and responsibilities.
NOTE: When making staff assignments, remember that you are including

outside agencies who are not familiar with jail operations and must be directed by staff members as to the operation and locations within the facility.

Other Agencies - includes fire dept., emergency medical service, rescue squad, police agencies, hospital, transportation systems, and relocation site staff. All agencies should be trained in the execution of the evacuation plan, and should be provided with an adequate number of copies of the plan with their specific assignments and responsibilities outlined.

- c. Evacuation and Relocation:
Evacuation - when the plan is put into effect, the facility or such areas of the facility as necessary should be evacuated quickly and completely, accounting for all inmates and staff as soon as each area evacuation is completed. A head count of inmates and staff is imperative as each area is completed. The staff and inmate count must be reported to the Command Post as quickly as possible.
Relocation - inmates removed from the facility must be relocated in a secured area desirably near the jail facility. Temporary facilities may be located in any securable area such as outdoor exercise area, a court room, police lockup, Clerk of Courts, vault area, basement area of the courthouse, National Guard Armory, etc. Such facilities should have adequate lighting, heating and at least minimal toilet facilities. The temporary facility should be used for no longer than is necessary to repair the evacuated facility.
In the event the jail is not available for reoccupancy, efforts for housing of inmates should be directed to jails in other jurisdictions and Department of Corrections facilities.
Notification of Department of Corrections and Board of Corrections.
- d. Transportation During Evacuation and Relocation:
By walking under guard to the temporary facility.
By vehicular transportation which may include:
jail vans or buses
patrol vehicles

governmental agency vehicles
school buses or public buses
securable van type trucks
private motor vehicles - under guard

- e. Security During Emergency Evacuation:
Every reasonable effort should be made to maintain security during the evacuation and relocation of inmates; however, the safety of the inmate is of first priority and security at times may have to be forfeited in lieu of safety.
In choosing a relocation site for inmates of a jail several factors should be considered:
Fireresistant construction.
Minimum number of exits - basement area desirable.
Minimum number of windows - or high unreachable windows.
Sanitary facilities in reasonable proximity to security area.
Visibility of inmates while in the security area.
Positioning of security guards while in relocation facility.
Facility should be evaluated for maximum security with minimum personnel.
Proximity of toilet and sanitary facilities to housing area.
Safety of regular users of the building.
Potential for securing weapons of any type
Can you find a closer and better site?
- f. Emergency Staff Assignments for Security:
Staff should be assigned specific duties and duty posts in the plan and understand what their duties are.
The staff should have an understanding of other assignments in the plan in order that they do not assume a task will be accomplished.
Staff should be assigned in a manner to provide maximum security with regard to the inmate yet placing the staff person in the least accessible position to the inmate.
- g. Use of Security Devices:
Use of security devices i.e. handcuffs, leg irons, belts, etc. is not unreasonable. However, time should not be wasted during the initial evacuation from a danger zone to put them in use; this should be delayed until the inmate is in a safe area.

- h. Equipment and other needs:
Fire Alarm System - whether by telephone or other means for contact with Fire Dept.
Hoses and Fire Extinguishers - must be appropriate type in operable condition and stored in a secure and appropriate manner available for instant use - locations should be noted on floor plan with key number if in a locked area.
Exhaust and Ventilation System - must be operable, if dependent on manual operation. The location of devices and controls should be shown on floor plan.
NOTE: Should not be operated until fire is contained.
Fire Exits, Fire Doors and Evacuation Routes - must be operable and shown on floor plan.
NOTE: Copies of current floor plan must be posted and available for distribution from Command Post.
Spare Keys - a complete set of spare keys with a guide as to the key numbers and what they open must be stored outside the security area of the facility; they should be stored in a secure place but accessible to staff and Command Post personnel.
In large facilities grouping of keys by floor or area may be desirable.
Communications - location of communications equipment (phones, intercoms, TV monitors, etc.) should be shown on floor plan.
Power and Water Controls - should be clearly marked and shown on Floor Plan including key number if a locked area.
Self-contained breathing apparatus and other safety equipment - should be stored outside security area and location shown on floor plan with key numbers if in a locked area.
2. Fire drills and emergency evacuation procedures for jail staff should be conducted at least quarterly on each shift.
3. Documentation of quarterly fire drills and emergency evacuation procedures will include at a minimum:
- a. Date and type of activity (training, fire drill, inspection).
 - b. The results of all activities (including any identified problem).
 - c. Recommended corrective plan of action.
 - d. Date and action taken to correct problem areas.

5.57

Written policy and procedures should specify the time, manner, and number of bedding, linen and towels issued to inmates. (Essential)

Policy - In order to maintain a clean, sanitary and healthy environment, and control linen and towel supplies, the facility will schedule the issue and return of bedding, linen and towels.

Procedures - 1. Upon admission, an inmate will be issued a mattress, pillow, mattress cover and sheets (or sheets only), pillow case, towel, wash cloth and blanket or blankets.

(If clean mattress and pillow are already in living area, the issue of these items can be omitted.)

2. At least once weekly, linen, towels and wash cloths will be exchanged for clean laundered items.
3. All exchanges of clean items will be on a one for one basis.
4. The facility will have a schedule for the exchange of bedding and linen.
5. If the facility does not have in-house laundry service, a regular exchange of bed linen and towels, and the laundering of personal items will be provided for.

See Standard 5.59.

5.58

Written policy and procedures should specify that the issue of all clothing and bedding shall be recorded, and inmates should be held accountable for their use. (Essential)

Policy - For control and accountability of clothing and bedding, the facility will record the initial issue of such items and the accurate exchange of same.

- Procedures -
1. The inmate will be held responsible for damage or loss of items.
 2. The inmate will sign or initial for the original issue and exchange item for item thereafter.
 3. Upon release or transfer, all items of clothing and bedding will be accounted for and recorded.
 4. Clothing and linen should be inspected for damage when issued and returned.

5.63 The facility should make available inmate commissary services where inmates may purchase from an approved list of items. (Essential)

Policy - To achieve a balance between inmate morale and jail security, commissary services will be offered so that inmates may purchase from an approved list of items.

- Procedures -
1. The commissary may include items such as: tobacco, postage and writing materials, toilet articles and supplies, candy, snacks, greeting cards and playing cards.
 2. The commissary should be financially self-sustaining.
 3. The commissary services should be available to each inmate at least weekly either by taking written orders or by a personal visit.
 4. The inmate must use his personal funds to purchase commissary items.
 5. All profits from the commissary will be expended for the inmates' general welfare and no personal gain for the staff shall result directly or indirectly.
 6. An inmate must sign or initial the withdrawal of his funds for commissary purchases.
 7. The number of commissary items in possession of the inmate should be controlled.
 8. Care should be taken to minimize the use of commissary items for gambling, bartering or buying favors from other inmates.
 9. The chief administrative officer may set a maximum amount that an inmate may spend during each purchase period.

5.72 The facility should have a written plan for preventive maintenance that is reviewed and updated annually. (Essential)

Policy - In order to ensure the efficient, orderly, and secure operation of the facility, all equipment, security devices, plumbing, heating and lighting shall be maintained in operating condition.

- Procedures -
1. Preventive maintenance requirements of all equipment within the facility should be in accordance with the manufacturer's recommended maintenance procedures and should be performed by qualified personnel within the time recommended by the manufacturer.
 2. Facility staff members should notify their supervisors and submit work orders when maintenance work is required.
 3. A repair order shall be issued immediately for any defective, or malfunctioning equipment.
 4. On special equipment maintenance instructions shall be attached or posted on or near the equipment stating the maintenance for the specific equipment.
 5. A log shall be maintained by the chief administrative officer on each piece of equipment, which contains the manufacturer's name, the serial number, model number, and maintenance instructions of the equipment. The manufacturer's area representative and service organization, including address and telephone number for emergency repair and a listing of the persons for maintenance of the particular piece of equipment, should be included. This information should be available to all personnel in order that the emergency repairs of essential equipment be initiated immediately in the event of failure.
 6. The chief administrative officer shall review maintenance and preventive maintenance schedules for all equipment at least annually. Necessary changes in maintenance procedures will be implemented.

5.73

Written policy and procedures should require that the administrator review space and equipment requirements at least annually. (Essential)

Policy - In order to ensure the most effective use of space and equipment the chief administrative officer should review such requirements at least annually.

Procedure - 1. Deficiencies in space and equipment requirements should be noted and a plan of action developed for required changes. Space and equipment needs should be incorporated into the facility budget process.

MINIMUM STANDARDS FOR LOCAL LOCKUPS

7.13

Reasonable rules should be established and posted regarding the conditions of such visits. (Essential)

Policy - Reasonable rules should be established and posted to provide for a uniform system of visitation while a person is being held in a lockup.

Procedures -

1. Visitation rules should be posted so that an inmate can read them from his cell area.
2. Visitation rules should be posted so they can be read by the visitors.
3. Rules should be brief, stating specific conditions and requirements.
4. Lockup personnel should be familiar with visiting conditions and requirements.

See Standard 7.12

ANY COUNTY
CORRECTIONS **memorandum**

DATE: March 1, 1979
TO: All Policy and Procedure Manual Holders
FROM: John M. Doe, Corrections Administrator
SUBJECT: Policy No. 1-005 Development/Revision of Policies and Procedures

The Any County Corrections Center recognizes that policies and procedures serve an important function in establishing comprehensive and uniform guidelines for decision-making and the day-to-day operation of the facility. It is also recognized that policies and procedures are an important communication tool.

Accordingly, policies shall be developed by appropriate personnel when it is determined that the need for such policies exists. Existing policies shall be revised by appropriate personnel when necessary. Procedures shall be developed or revised in conjunction with the development or revision of the related policy.

The policy and procedure manual shall be reviewed in its entirety on an annual basis.

Definitions

Policy - A definitive statement of the organization's position on an issue of concern to the administration or operation of the facility.

Procedure - A detailed, step-by-step description of the sequence of activities necessary for the achievement of the policy which it attends.

Appropriate Personnel - Any section chief, functional unit manager, or any member of a policy and procedure task force.

Procedure 1 Development/Revision of Policies and Procedures

When the need for a new policy or the revision of an existing one has been determined, appropriate personnel shall prepare or have prepared a draft of the policy and any necessary procedure(s). The draft of the policy and procedure(s) shall be forwarded, via internal mail, to the chairperson of the appropriate policy and procedure task force.

The chairperson shall distribute, via internal mail, copies of the policy and procedure(s) draft to all task force members, and shall convene a meeting of the task force to review and approve the draft. The task force is empowered to make any changes in the draft it deems

Policy No. 1-005
Development/Revision of Policies and Procedures

necessary.

Once approved by the task force, the draft shall be submitted to the task forces coordinator, via internal mail, for preparation of the final draft. The final draft of the policy and procedure(s) shall be prepared on the policy and procedure form using the proper format.

The final draft shall be submitted by the task forces coordinator to the facility administrator, via internal mail, for review and approval. The facility administrator shall either approve the final draft or make recommendations for change. If changes are recommended, the final draft shall be returned to the task force by the task forces coordinator for rewriting.

Once approved, the final draft shall be printed, and distributed, via internal mail, to all policy and procedure manual holders by the task forces coordinator.

Approved: John M. Doe
John M. Doe
Corrections Administrator

Effective
Date: March 15, 1979

fig. 3 Manuscript Format with Paragraph Procedure Style

Policy No. 1-005 Development/Revision of Policies and Procedures

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Once approved, the final draft shall be printed, and distributed, via internal mail, to all policy and procedure manual holders by the task forces coordinator.

Effective Date

This policy and the attendant procedure shall become effective on March 15, 1979.

Approved: John M. Doe
John M. Doe
Corrections Administrator

Page 2 of 2

fig. 4 Standardized Form Format with Narrative
Outline Procedure Style

ACCC POLICIES & PROCEDURES

Title: DEVELOPMENT/REVISION OF POLICIES AND PROCEDURES

No: 1-005

Date: Effective March 15, 1979

Approved by: John M. Doe, Corrections Administrator

Dist.: All Policy and Procedure Manual Holders

POLICY

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Accordingly, policies shall be developed by appropriate personnel when it is determined that the need for such policies exists. Existing policies shall be revised by appropriate personnel when necessary. Procedures shall be developed or revised in conjunction with the development or revision of the related policy.

The policy and procedure manual shall be reviewed in its entirety on an annual basis.

DEFINITIONS

Policy - A definitive statement of the organization's position on an issue of concern to the administration or operation of the facility.

Procedure - A detailed, step-by-step description of the sequence of activities necessary for the achievement of the policy which it attends.

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PROCEDURE 1

DEVELOPMENT/REVISION OF POLICIES AND PROCEDURES

1. When the need for a new policy or the revision of an existing one has been determined, appropriate personnel shall prepare or have prepared a draft of the policy and any necessary procedure(s).
2. The draft of the policy and procedure(s) shall be

Page 1 of 2

ACCC POLICIES & PROCEDURES

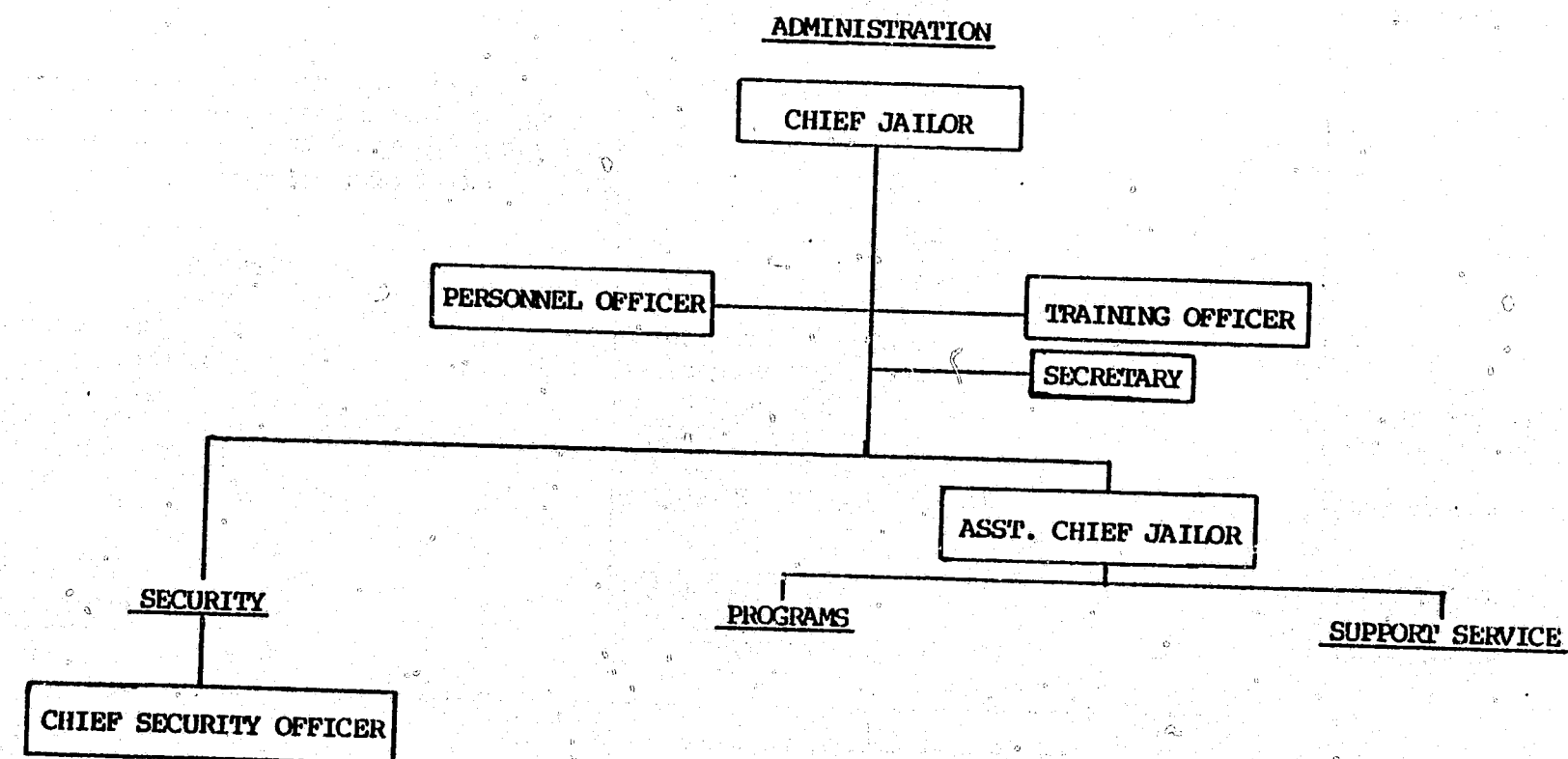
Title: DEVELOPMENT/REVISION OF POLICIES AND PROCEDURES **No:** 1-005

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6. Once approved, the final draft shall be printed, and distributed, via internal mail, to all policy and procedure manual holders by the task forces coordinator.

APPENDIX B (page 1)

ORGANIZATIONAL CHART



APPENDIX B (page 2)

SECURITY

CHIEF SECURITY OFFICER

SHIFT C.O.
1st shift

- Control Rm. Off. (Prim)
- Intake Off. (Book)
- Recept. Off.
- Int. Mov. Off.
- Cloth. & Prop. Off.
- Int. Mov. Off. (Med. & Class)

- Visitation Off. 1 1/2
- Receptionist Off. (2)
- Transportation Off.
- Visiting Room Off.

- Cont. Rm. Off. (Sec.)
- Floor, Cont. Off.
- Juve. Cont. Off.
- Cont. Supv. Female
- Cont. Off. Female (2)
- Dining Rm. Off.

SHIFT C.O.
2nd shift

- Control Rm. Off. (Prim)
- Intake Off. (Book)
- Recept. Off.
- Int. Mov. Off.
- Cloth. & Prop. Off.
- Int. Mov. Off. (Med. & Class)

- Cont. Rm. Off. (Sec.)
- Floor Cont. Off. (6)
- Juve. Cont. Off.
- Cont. Supv. Female
- Cont. Off. Female (2)
- Dining Rm. Off.

Work Release Off. 1/2

SHIFT C.O.
3rd shift

- Control Rm. Off. (Prim)
- Recept. Off.
- Int. Mov. Off.

- Con. Rm. Off. (Sec.)
- Floor Cont. Off. (4)
- Juve. Cont. Off.
- Cont. Supv. Female
- Cont. Off. Female

APPENDIX B (page 3)

ASSISTANT CHIEF JAILOR

PROGRAMS

- Recreation Officer
- Librarian
- Canteen Officer
- Rehabilitation Counselor (5)
- Records Supervisor
 - Records Clerk (2)
- Class. Officer Supervisor
 - Class. Officer (2)
- Medical Supervisor
 - Physician Assistant (5)

SUPPORT SERVICE

- Food Service Director
 - Cooks (3)
- Laundry Supervisor
- Maintenance Supervisor

9/19/B19-24/rmh

APPENDIX C

A written grievance procedure should be developed and made available to all inmates with the following elements: 1) grievance must be responded to within prescribed reasonable time limits; 2) written responses, including the reason for the decision must be made to all grievances; 3) neutral and detached review of grievances should be available; 4) all inmates must have access to the procedures, with guarantees against reprisal. (Essential)

Policy - The purpose of a written grievance procedure is:
1) to assure that inmate complaints are given full opportunity for a fair hearing, consideration, and resolution. This formal procedure is intended to supplement, not replace, informal methods of complaint resolution at all levels; 2) to assist jail administrators in identifying facility problems.

Definition - Grievance. A complaint about the substance or application of any written or unwritten policy or regulation, about the absence of a policy or regulation, or about any behavior or action directed toward an inmate by a facility employee or other inmates, or a complaint about conditions of confinement.

Procedures - Experience indicates that there are three important considerations in introducing an effective grievance mechanism into a correctional facility. The first consideration focuses on the theoretical and practical design questions; the second concerns development of a mechanism based on the design principles; and the third deals with basic principles that should be observed in the implementation phase of the introduction of a grievance program.

1. Design Principles. The following design principles, taken together, comprise a framework for a grievance mechanism that is flexible enough to be tailored to the needs of any size jail.

- a. Written Responses (Including the Reasons for the Decision Taken) Should be Made to All Grievances.

Assurance that there will be a response to a complaint at every level is a fundamental requirement for an effective grievance mechanism. If the complaint is rejected, a written reply with reasons for the rejection is all the more important. Only in this way can a grievant or other interested party know the grounds on which decisions were based or decide whether an appeal is warranted. Written replies are also needed to determine whether a grievance has been handled properly within

established time limits. In all, written replies are an index of the fairness of a procedure, as the U. S. Supreme Court has noted in *Wolff v. McDonnell*, 418 U. S. 539, 565 (1974) and the recently enacted Public Law 96-247, May 23, 1980, "Civil Rights of Institutionalized Persons Act". The necessity of providing a written reply applies at every level at which a grievance is considered, including informal resolution of complaints.

b. Grievances Should be Responded to Within Prescribed, Reasonable Time Limits: Special Provisions Must Be Made for Responding to Emergencies.

Brief, enforceable time limits are essential at every step in an inmate grievance mechanism. They put all involved parties on notice that they must act on complaints. Mechanisms without time limits are an invitation to responsible parties to avoid dealing with tough questions and issues. Time limits should be realistic, but any procedure that requires much more than 30 days from start to finish probably will not be used or trusted by inmates.

To have meaning, time limits must be enforceable. If a response at one level is delayed beyond the time limit, a grievance should automatically be forwarded to the next level of the mechanism. If necessary, the time limit at one level may be extended for a specified brief period, but only with the written consent of the grievant.

Mechanisms must also have special provisions for handling emergency grievances. Some complaints may allege an immediate threat to the inmates health or welfare or the imminent loss of visits, furloughs, or other privileges that may be irretrievable. In such cases, time limits must be shorter and some levels of the mechanism may have to be bypassed to expedite handling of the grievance.

c. Outside Review of Grievances Should be Available.

To be effective, an inmate grievances mechanism must include some form of independent review--that is, review by a person or agency independent of the correctional system. This requirement reflects the reality of life in correctional institutions, where the power exercised by administrators and staff over prisoners is so great that any administrative procedure created to handle grievances must be safeguarded against abuse.

Objective review of complaints by impartial outsiders is essential if a mechanism is to be credible to inmates. In addition to providing the unemotional perspective of a neutral party, outside review imposes at the lower levels of a grievance mechanism the necessity of responding reasonably, since unreasonable responses and faulty logic will be detected.

If it is to work, outside review cannot be done by extrainstitutional personnel who are hired by and responsible to the corrections facility, because many grievances will involve the substance or application of departmental policies and regulations. The outside reviewers must be completely independent of the correctional facility.

It is not necessary for the opinion of the independent outside body to be binding on correctional administrators for the procedure to be effective. The independence and fairness of the outside review and the good faith of correctional administrators, rather than the threat of binding sanctions, make mechanisms effective. There is no theoretical reason, however, for not making the decision of the outside reviewer binding in cases involving the application--as opposed to the substance--of policy.

d. Inmates and Line Staff Should Participate in the Design and Operation of the Mechanism.

The most effective way to promote credibility in a grievance mechanism is to give line staff and inmates a central role in making it work. Such a role must have meaning; line staff and inmates must have a hand in designing the mechanism, as well as the opportunity to work together at the living-unit level (or at least at the institutional level) to decide matters within their jurisdiction and to offer persuasive recommendations to administrators.

This participatory approach enables those people who must live with the solutions to problems to share a role in developing those solutions. Staff and inmate participation promotes a commitment to it on their part and guarantees that those who know the daily prison routine best will have a say in the process of altering that routine. Inmate participation also makes it less threatening for other inmates to bring up legitimate grievances

(especially against staff), at the same time that it discourages the submission of frivolous grievances and other potential abuses of the system.

e. All Inmates Should Have Access to the Mechanism, with Guarantees Against Reprisal.

Fear of reprisal is the objection to grievance mechanisms most often voiced by inmates. Of course, there can never be an absolute guarantee that threats or reprisals will not be applied informally against someone who uses the system, but some safeguards can be built into the mechanism. For example, the importance of ensuring that no record of a grievance be placed in the complainant's central file cannot be overemphasized. The form of reprisal most feared by inmates is unfavorable intervention by prison authorities in the decision to grant parole. Belief that a complaint about policy, programs, or staff will appear in an inmate's file that goes to the parole board will frequently deter him/her from making the complaint if he/she is already hesitant to use the mechanism. More subtle pressures can also be applied, especially by line staff members on living units, who can make life difficult for grievants or inmates with participatory roles in the procedure. Another test of the good faith of administrators is whether they prevent harassment of inmates who use the system.

f. The Mechanism Should Be Applicable to as Broad a Range of Issues as Possible and Must Contain Means for Deciding Whether a Specific Complaint is Grievable.

Some institutions may already have a disciplinary appeals process and may wish to retain it, or there currently may be a method of questioning program classifications. Once the scope of the mechanism has been agreed upon, the mechanism itself must contain a means for determining whether a specific grievance is grievable. Thus, when a grievance is dismissed because it is not within the ambit of the mechanism, an inmate must be allowed to appeal that ruling through every level of review. The mechanism thus would have jurisdiction over questions of its own applicability.

2. Model Mechanisms Based on the Design Principles. The following is an attempt to show what sort of framework

the design principles create for a grievance mechanism. A mechanism for an institution with long-term (three months or longer) inmates that conforms to the principles might operate as follows:

STEP ONE: A committee composed of an equal number of inmates and line staff members, run by a neutral, non-voting mediating chairperson, (either an outsider, a staff member, or an inmate) hears grievances. The committee decides issues, where possible, or makes recommendations to the appropriate administrator. (If appropriate, this committee might be an existing inmate liaison council or a committee appointed from its membership.)

STEP TWO: The administrator, whether superintendent, program director, chief jailer, or sheriff, considers recommendations from the committee and makes a decision. The administrator also reviews appeals and decides on them.

STEP THREE: Step Two decisions may be appealed to outside review conducted by an ombudsman, a professional arbitrator, a volunteer citizen from the general community, or a panel of such persons. The outside reviewer hears the grievance and makes a recommendation for solution, which the administrator may accept or reject. Rejected recommendations and the administrator's reasons for rejection may be made public.

A variation to STEP ONE above that may fit an institution with short-term (three months or less) inmates might operate as follows:

STEP ONE VARIATION. An institutional or living-unit grievance mediator (staff member) receives and investigates complaints and presides over a hearing with one voting staff member and one voting inmate (selected randomly). This ad hoc committee makes recommendations to the appropriate administrator. STEP TWO and THREE remain unchanged.

These models are described here with some reluctance. Experience indicates that a prepackaged procedure simply does not work in all cases. Administrators will do much better to leave the details of a mechanism to be filled in by representative line staff and inmates of the facility.

3. Implementation Principles. The principles enumerated above and the suggested models are intended as guidance

for the design of a mechanism. A program or institution that installs a mechanism adhering to all of these principles has a good chance of creating a workable procedural structure. Designing a mechanism, however, is only half the job. Implementation of the design is just as critical and just as demanding. Moreover, it is easy for administrators to overlook the importance of implementation and leave it totally in the hands of institutional or program personnel. Such a course is almost always a mistake.

There are basic principles to be observed in the implementation of a grievance mechanism, just as in its design. Some of these principles may seem commonplace, but experience with grievance mechanisms throughout the country, has found them ignored far more often than followed. The principles of implementation are:

a. The Administrator Must Lead the Overall Planning Process.

Correctional administrators must take a central role in ensuring effective planning and leadership. Planning necessarily involves accurate assessment of needs, determination of resource requirements, and the allocation of sufficient resources to create successful mechanisms. Administrators also must participate actively in an effort to win the commitment of subordinate administrators to establishing effective mechanisms.

b. Everyone Who Will Be Involved With the Mechanism Must Be Trained.

Administrators, line staff, and inmates who will be key participants in the procedure should receive an orientation in the skills and techniques needed for effective inquiry, hearing, and disposition of grievances.

c. Staff and Inmates Must be Introduced to the Mechanism and Kept Informed About It.

Every institution and program with a grievance procedure must develop an effective, persuasive, continuing program for the orientation of staff and inmates to the nature, purpose, and functions of the mechanism.

d. Operations Must Be Monitored and Evaluated.

There must be a continuing system for monitoring and evaluating the effectiveness of the procedure. At a minimum, the monitoring and evaluation system should operate at the institutional and departmental levels. Some outside monitoring should be done at least occasionally.

f. The Mechanism Should be Activated in Increments.

Mechanisms must be introduced on an incremental basis--that is, first on a single living unit or in a single program, then gradually extended to other units or programs after a period of testing.

The reasons for each of the implementation principles in this list derive from common sense, basic management science, and experience.

If administrators will apply both the design principles and the implementation principles enumerated above, they can be reasonably sure that the resulting mechanism will be an effective means for the expression and resolution of inmate grievances.

GRIEVANCE FORM

NAME (last, first, m.i.)

NUMBER

PART I: INMATE'S STATEMENT

What is your grievance?

What action do you want?

Signature: _____ Date: _____

PART II: STAFF/INMATE COMMITTEE RECOMMENDATION
(To be completed and returned within ____ calendar days)

Committee Members _____

Signature: _____ Date: _____
(Committee Chairman)

PART III: DESIGNATED IMMEDIATE SUPERVISOR'S RESPONSE
(To be completed and returned within ____ calendar days)

Signature: _____ Date: _____

I am not satisfied with the Supervisor's response because:

Signature: _____ Date: _____

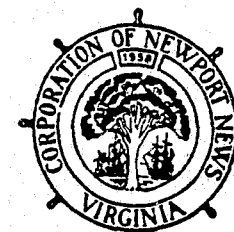
PART IV: CHIEF ADMINISTRATIVE OFFICER'S RESPONSE
(To be completed and returned within ____ calendar days)

Signature: _____ Date: _____

I am not satisfied with the Chief Administrator's response because:

Signature: _____ Date: _____

APPENDIX D



**CITY OF NEWPORT NEWS
OFFICE OF THE SHERIFF**

224 26th Street
P. O. Box 57
Newport News, Va 23607
CLAY HESTER, Sheriff



CLASSIFICATION PROCESS

PURPOSE

The purpose of this guideline is to establish a uniform policy and procedure to insure consistency governing cell and custody grade assignments. It is further intended to describe the Classification process and levels of controls to all Jail personnel.

DEFINITION

Classification is an ongoing process which attempts to provide an efficient system of managing the inmate population. The assessment of risk forms the basis of the Classification process, which includes all obtainable relevant data concerning the inmate. From this data, an individual's strengths and weaknesses can be identified and analyzed so that a proper classification can be made. The guiding principles of the Classification process are:

1. No inmate should receive more surveillance than required, and;
2. No inmate should be kept in a more secure condition than his/her potential risk dictates.
3. Provide inmates with effective correctional programming.

ADMINISTRATION

The Classification process is achieved through the Institutional Classification Committee (ICC), which functions as an extension of the Sheriff and exerts control over the management of the inmate population and development of the individual inmate correctional programs.

The composition of the ICC will be as follows:

Chief Correctional Officer - Chairperson
Classification Director or designee - Assistant Chairperson
Watch Commander or designee - Member
Paramedic on duty - Member

The ICC will meet Monday through Friday at 10:30 a.m. in the office of the Chief Correctional Officer to carry out the Classification process. Three members must be present in order to convene.

The ICC will make the following decisions:

1. Initial cell assignments
2. Trustees for work assignments
3. All inmates that have been before the Adjustment Committee, convicted and sentenced and/or served time in isolation cell will be placed back into Classification cells for re-assignment.
4. All inmates that are convicted and sentenced should be placed back into Classification cells for re-assignment.
5. Approve custody increases or decreases.
6. Approve removal of inmates from worker status.
7. Recommend inmate segregation and review segregation status periodically.

ICC HEARING REQUIREMENTS

A. Informal Classification Hearings

1. Informal Classification hearings are those inmate case reviews conducted by the ICC which do not require prior notification to the inmate or the inmate's presence during review proceedings.
2. Types of Classification action which require informal hearings only:
 - a. Initial assignment of custody status
 - b. Initial housing assignment
 - c. Lateral changes in housing assignment
 - d. Custody decreases
 - e. Assignment to worker status or an appropriate rehabilitative program
3. Procedural Requirements:
 - a. Normally informal Classification actions will be administratively conducted by the ICC without the presence of the inmate. If, however, the inmate

requests to be present during the review, he/she may be permitted to attend.

- b. The inmate will be advised verbally and in writing within two (2) working days following the review as to the committee's recommendations and the rationale for the decision rendered.
- c. Initial determination of custody status and housing assignment are exempted from the above requirements unless the hearing concerns segregating the inmate, in which case a formal hearing is required.

B. Formal Classification Hearings

1. Formal classification hearings are those inmate case reviews conducted by the ICC which require, at a minimum, prior notification to the inmate and the inmate's presence during case review.
2. Types of Classification action which require formal classification hearings:
 - a. Increase in custody grade
 - b. Assignment and review of separation status
 - c. Removal of workers from assignments
3. Procedural requirements:
 - a. The inmate will receive written notification of the hearing a minimum of forty-eight (48) hours in advance, stating the reasons for and purpose of the review (excludes weekends and holidays).
 - b. The inmate will be given the opportunity to appear before and address the committee.
 - c. The inmate will be allowed to remain silent.
 - d. The inmate will be permitted to have an institutional employee present to assist him.
NOTE: Inmate will NOT be permitted to have legal counsel present during formal ICC hearing.
 - e. The inmate will be permitted to hear the reporting officer's testimony.

- f. The inmate will be advised verbally during the committee's proceedings and in writing within two working days following the hearing as to the committee's recommendations and/or decision and the rationale for same.
4. Miscellaneous:
 - a. At no time are ICC proceedings to be used as a means for punishing inmates.
 - b. During all ICC proceedings, a majority vote rules.
 - c. The primary function of the ICC chairman is to see that hearings are conducted properly, in compliance with all established policies and procedures.
 - d. The primary function of the ICC member is to weigh all facts presented at the hearing by the parties involved and arrive at an appropriate decision.
 - e. In order to reach consensus, each ICC member may advocate his viewpoint or an alternative solution.
 - f. Method of referral to the ICC:
 1. By the Sheriff or his designee
 2. By the Adjustment Committee, based upon documented disciplinary reports
 3. Inmate request
 - g. Proper docketing will ensure that all cases are reviewed within a reasonable period of time and will facilitate effective utilization of valuable meeting time. ICC docketing will be the responsibility of the Classification Director.
 - h. All actions of the ICC are subject to the review of the Sheriff.
 - i. All decisions of the ICC are subject to appeal.

INMATE CUSTODY LEVELS

There are four (4) custody classifications that are utilized and every inmate will be assigned a custody status. Custody classifications will, in part, determine housing assignments.

1. "T-Custody" is a minimum custody classification that designates those inmates assigned to work details within the Newport News City Jail. The inmates assigned "T" custody still require constant staff supervision.
2. "A-Custody" is a medium custody classification for those inmates who require continuous custodial supervision, but who do not pose a constant security threat. Inmates assigned "A" custody status will generally be housed in a dormitory area. These inmates are ineligible for a work detail as long as they remain in this classification.
3. "B-Custody" is a strong medium custody classification for those inmates who pose a constant security threat and require continuous supervision by the custodial staff. Inmates assigned "B" custody status will generally be housed in a cell block area (individual cells).
4. "M-Custody" is a maximum custody classification reserved for those inmates who pose a serious security threat or who cannot be housed in the general population for one reason or another. "M-Custody" classification is for those inmates in segregation.

METHOD OF ASSIGNING CUSTODY STATUS AND HOUSING

Initial custody classification will range from "T" to "M" custody. Custody classification and housing assignment will be determined by the ICC.

Custody classification will be based primarily upon, but not be limited to, the following:

1. Initial interview form.
2. Scoring on supplemental data form.
3. Past institutional record.
4. Other available relevant data.

Housing assignments will be determined by custody classification.

ASSIGNMENT TO AND REMOVAL FROM SEGREGATION STATUS

Segregation is not to be construed as a means to punish an inmate. It is a type of housing reserved for the protective care and custodial management of inmates. Segregation is designed to provide stringent custodial control and surveillance over those inmates who pose a serious security threat or who cannot be housed in the general inmate population.

All assignments to and removal from segregation status require a formal ICC hearing. These hearings are also subject to the review and approval of the Sheriff.

An inmate who has been assigned to segregation by the ICC will be brought back before the committee within forty (40) days in order to review his/her status. At that time the ICC will have the option of continuing the inmate's status or of removing him/her from segregation. If the inmate is continued in segregation, he/she will be reviewed every forty (40) days by the ICC until released from segregation status.

All ICC recommendations for continued segregation status will be subject to final review and approval by the Sheriff.

TEMPORARY EMERGENCY ASSIGNMENT TO SEGREGATION

Where security considerations warrant such action, the Watch Commander is authorized to place an inmate in segregation on a temporary basis and subject to the review of a formal ICC hearing.

The Watch Commander will submit a full report to the ICC through the Classification Director detailing the events which warranted the placement of the inmate into segregation. This report will include a Violations of Rules and Regulations form and a Notice of Relocation form. Both will be completed and submitted prior to ending the tour of duty during which the events occur.

In every case, the procedures outlined in this guideline will be followed.

OTHER CUSTODY PROCEDURES

Upon placement into the jail's custody, all City Farm or Police Department escapees shall automatically be assigned "M" custody classification, subject to the review of the ICC.

Any inmate who attempts to escape from custody will be reviewed automatically by the ICC for a possible custody increase.

It is through proper assignments that opportunities are made available for the inmate to improve. Nowhere in the classification process is there a place for arbitrary assignments. An established committee, no individuals, must make decisions which are as free from subjective biases as possible.

REALLOCATION OF INMATES WITHOUT PRIOR CLASSIFICATION APPROVAL

Occasionally it will be necessary to relocate an inmate from a housing area for either security or medical reasons without the prior approval of

the Classification Section. Limitations on this are as follows:

Watch Commander: may move an inmate for administrative or disciplinary reasons to lockup cells 24, 25 or 26; for medical reasons to 1, 3, 14, 15 or 16 if no Paramedic is on duty.

Paramedics: may move an inmate for mental problems to lockup cells 1 or 3; for standard medical problems to 14, 15, or 16. The concurrence of the Watch Commander is desired.

Under no circumstances will an inmate be relocated from one general housing area to another without Classification first approving such action.

It is mandatory that each inmate relocation be documented on a Notice of Relocation Form and forwarded to Classification as soon as possible. Documentation should include a complete explanation of why the inmate was relocated.

SCORING OF THE SUPPLEMENTAL DATA FORM

<u>Score</u>	<u>Classification Status</u>	<u>Letter Symbol</u>
21-30	Minimum Custody	"T"
14-20	Medium Custody	"A"
Less than 14	Strong Medium Custody	"B"
M	Maximum Custody (This is automatic until the reasons for scoring are removed or investigation reveals otherwise)	"M"

Once each factor on the Supplemental Data Form is scored, the scores are added together and multiplied by two (2). The numerical score can then be converted to a letter classification by utilizing the chart shown above.

MINIMUM STANDARDS FOR WORK DETAIL ELIGIBILITY

1. There will be no residency requirement for any inmate being assigned "I" custody status and functioning as a worker within the jail.
2. Only those inmates who have been sentenced for all charges and have no outstanding warrants or detainers will be considered for worker status.
3. No inmate will be considered for worker status who has a conviction for escape within the past three (3) years.
4. Any inmate who has been assigned to punitive segregation for disciplinary reasons during his present confinement or has two (2) or more disciplinary reports filed against him during his present confinement will be ineligible for assignment as a worker.

Any inmate who was removed from worker status due to either disciplinary reasons or unsatisfactory work performance will be ineligible for reinstatement during his present confinement.

5. Any inmate who has a history of violent or assaultive behavior or drug trafficking will be ineligible for assignment as a worker.

WORKER STATUS FOR INMATES SENTENCED TO THE DEPARTMENT OF CORRECTIONS

Inmates who have been sentenced to the Virginia Department of Corrections will be considered for worker status if they meet the above criteria plus the following areas of consideration:

1. The inmate should be 25 years of age or older.
2. The total sentence shall not exceed 25 years.
3. The inmate's conviction shall not be for a felony against the person. In those cases where this particular circumstance is present, eligibility will be determined on a case-by-case basis.

Classification will be responsible for maintaining an inmate detail eligibility list of all inmates who meet the minimum standards and will assign all inmates to worker status.

If an inmate's performance is considered unsatisfactory for continued assignment as a worker, it will be necessary for the deputy having

made the observations to submit a written request to have the inmate removed from worker status. The request will be reviewed by the deputy's supervisor prior to being forwarded to Classification for final action. Forms for this purpose are available from Classification.

Where there is an outstanding detainer against the inmate or a past conviction for escape the classification would be either A(2) or B(2). The letter classification of a past escape conviction will not change if the escape was within the past three (3) years; however, once a detainer is removed the (2) will be dropped from the letter classification.

TO THE HIGHEST DEGREE POSSIBLE, THE FIRST FLOOR CELLS LISTED BELOW ARE TO BE RESERVED FOR INMATES IN THE VARIOUS STATUSES INDICATED. OVERNIGHT LOCKUPS WILL NOT BE HOUSED IN THESE CELLS UNLESS NO OTHER ACCOMMODATIONS ARE AVAILABLE.

CELLS: 1 and 3	Inmates demonstrating violent mental problems.
14, 15, 16	Medical problems necessitating separation from the general population.
13, 22, 23	Voluntary and requested segregation.
21	Punitive segregation as ordered by ICC.
24, 25, 26	Administrative segregation as mandated by Chief Correctional Officer. Also ICC holding.
27 thru 35	Classification/Assignment. Inmates returned from Courts but not yet assigned to upper floors.

PRISONER STATUS BOARD

A status board containing certain information on each inmate shall be maintained in the Watch Commander's 5th floor office. The board and its maintenance shall be the responsibility of the Classification Section.

The board shall contain a card on each inmate committed from the Courts. Color codes shall be as follows:

- White: Pre-trial inmate
- Pink: Convicted misdemeanor
- Blue: Convicted felon

Each inmate's card shall contain, beneath his/her name, a letter and number code which will indicate certain pertinent information on the individual. The codes, in the order in which they will appear, are as follows:

- Race
- Age
- Size (S, M or L)
- Charge (F or M)
- Assaultive behavior will be noted with a capital "A"
- Pertinent information code(s)
 - 1. Recidivist
 - 2. Medical problems
 - 3. Psychological problems
 - 4. Keep Separates (enemies, partners, etc.)
 - 5. Sexual deviants/homosexuals
 - 6. Young effeminate offenders
 - 7. Older, stronger, con-wise inmates
 - 8. Other (see inmate's file)

The amount of the inmate's bond will be reflected in the upper left hand corner of the card. For a convicted misdemeanor, the letter L or M will appear in the lower right hand corner, indicating either Less or More than 6 months to the sentence. The upper right hand corner of the card contains the inmate's jail number.

EXAMPLE:

5,000

791234

DOE, JOHN C.

W-26-L-F A (1-3-5)

(white card - pretrial inmates)

NEWPORT NEWS CITY JAIL
CLASSIFICATION SECTION

Pre-trial ()
Convicted ()

JAIL NUMBER: _____

Initial Classification Interview

Date of arrest: _____ Date of Interview: _____ Initial: _____

NAME: _____ AKA: _____

Address: _____ City: _____

Emergency notification: Name: _____ Phone: _____

Address: _____ City: _____

Sex: () Male () Female Social Security: _____

Race: () White () Black () Oriental () Other DOB: ____/____/____

Place of Birth: _____ Educational level: _____

Height: _____ Weight: _____ Size: S M L Hair: _____ Eyes: _____

Marital status: _____ Religious preference: _____

Alcohol Abuser?: () Yes () No Length: _____

Drug Abuser?: () Yes () No Length: _____ Type: _____

Charges: _____ Arresting Officer: _____

1. _____ Would like to participate in AA

2. _____ yes _____ no

3. _____

4. _____

5. _____

6. _____

Attorney's Name: _____ Phone: _____

Previous () Probation () Parole Where?: _____ Officer: _____

ICC Scoring: _____ Initial Assignment: _____

Observations/Recommendations: _____

INSTITUTIONAL RECORD:

No Institutional Problems
Documented Special Problems
Documented Aggravated Security Problems

3
2
1

RECORD OF PREVIOUS SENTENCES:

Served less than 6 months at any one time
Served more than 6 months but less than 12 months
Served more than 12 months at any one time

3
2
1

PRIOR CRIMINAL HISTORY

No Criminal Arrest Record
Minimal Criminal Arrest Record
Extensive Criminal Arrest Record

3
2
1

PRESENT OFFENSE(S):

Misdemeanor Not Against Person
Misdemeanor Against Person
Felony Not Against Person
Felony Against Person

3
2
1
0

DETAINER/ESCAPE STATUS:

Outstanding Warrant or Detainer
Present charge or past Conviction (3 years) of Escape

2
2

AGE RANGE:

Over 35
26-35
21-25
18-20

3
2
1
0

MENTAL CONDITION OR ATTITUDE:

Mental Condition Questionable
Mental Condition Abnormal

M
M

NEWPORT NEWS CITY JAIL

CLASSIFICATION SECTION

REQUEST FOR WORKER REMOVAL

Date _____ Requesting Deputy _____

Inmate's Name _____ Number _____
(Last) (First) (Middle)

Summary statement (reason for request) _____

CLASSIFICATION ACTION

Approved () Disapproved () Pending ()

Remarks: _____

Members Present: 1. _____ 2. _____ 3. _____

NEWPORT NEWS CITY JAIL
CLASSIFICATION SECTION

To: _____
Date: _____
Jail Number _____ Floor _____ Block _____

Please be advised that an Institutional Classification Committee hearing has
been scheduled for _____, _____ at
Day Date
_____ to determine if your custody status should be:
Increased _____ Decreased _____

The hearing is scheduled for the following reasons:

You may refer to the Rules and Regulations booklet for further information
regarding this hearing.

Sincerely,

Thos. F. Neumayer
Classification Director

Inmate
Inmate file

NEWPORT NEWS CITY JAIL
CLASSIFICATION SECTION

NOTICE OF RELOCATION

INMATE'S FULL NAME _____ JAIL NUMBER _____

CELL ASSIGNMENT _____ LOCATION MOVED TO _____

DEPUTY MOVING INMATE _____

WAS ANY FORCE REQUIRED? () YES () NO

REASON FOR MOVING INMATE _____

WATCH COMMANDER'S APPROVAL _____

APPENDIX E

NORFOLK SHERIFF'S DEPARTMENT
"HOSTAGE RECOVERY PROGRAM"

June 26, 1980

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NORFOLK SHERIFF'S DEPARTMENT

HOSTAGE RECOVERY PROGRAM

Set forth herein are the necessary procedures which will be utilized to bring a hostage situation in this particular facility to a successful conclusion. It must be recognized by all personnel that this plan has been designed for implementation in the Norfolk City Jail and is not to be viewed as being applicable to other institutions without appropriate modification.

A hostage situation in the Norfolk City Jail may be the responsibility of the Sheriff, operational control and command responsibility will revert to the Chief of Police, with the assistant City Manager and Sheriff, as assisting in coordinating operations. It is further recognized that the Norfolk Police Department has the capabilities, i.e., training, equipment, manpower, investigative expertise to adequately bring a hostage recovery program to a successful conclusion.

All staff members are required to be intimately familiar with any and all provisions of this program which might conceivably apply to them in a hostage-taking circumstance.

The program is divided into four broad sections: Introductory, Operational Plan, Tactical Plan and Negotiations. Certain provisions will be extremely rigid, with absolutely no deviation permitted; others are necessarily generalized to permit a certain degree of required flexibility as dictated by all prevailing circumstances.

This plan is being implemented by the Sheriff of the City of Norfolk in accordance with recognized acceptable procedures and in compliance with applicable federal and state laws. Further, this program is subject to review and modification by the Sheriff at his discretion.

SECTION ONE:

INTRODUCTION

- I. Definition: A hostage situation will be deemed to exist from the moment that any staff member becomes aware that any inmate(s) have restricted the movement of any other inmate(s), staff member(s) or visitors, under threat of bodily harm, in an effort to voice demands, irrespective of their magnitude or the number of individuals involved.
- II. Purpose: To define objectives, set priorities, establish operational and tactical plans and ensure policy familiarity and compliance.
- III. Objectives:
 - A. Primary
 - 1. To preserve lives of hostages
 - 2. To preserve lives of citizens
 - 3. To preserve lives of staff personnel
 - 4. To preserve lives of inmates
 - B. Secondary
 - 1. To apprehend perpetrator(s)
 - 2. To recover property

SECTION TWO:

OPERATIONAL PLAN

- I. Policy Statement: In the event that any staff member of the Norfolk Sheriff's Department is taken hostage by one or more inmates within the confines of this facility, that individual shall immediately lose all rank and authority for the duration of the situation. Any orders or instructions issued by that staff member are to be categorically disregarded.
- II. Concessions:
 - A. No gross or illegal concessions will be made.
 - B. No illegal freedoms will be granted.
 - C. No major issue will be resolved by a threat to the hostage's safety.
 - D. Weapons and officer/hostage exchanges are non-negotiable items.
- III. Interim Command Responsibility:
 - A. All initial movements and plans will be formulated keeping the following points in perspective.
 - 1. DO NOT ACT INDIVIDUALLY.
 - 2. CONTAIN AND NEGOTIATE.
 - 3. STALL FOR TIME.
 - 4. The first staff member on the scene must slow the confusion and get all personnel to think logically.
 - 5. Confine and secure all persons involved in the situation within the smallest possible area.
 - B. The shift commander or the senior deputy on duty will be the Interim Commander pending the arrival of the Sheriff or the Chief of Police, and will ensure that points C through H are accomplished in the shortest possible time.
 - C. Notification of selected personnel will be made without delay. Most telephone numbers here required are to be found in Addendum One of this Program.
 - 1. Sheriff.
 - 2. Norfolk Police Department (Chief of Police)
 - 3. Hostage Recovery Teams (Police Emergency Response Team).
 - 4. Norfolk Fire Department, to deploy fire fighting equipment and ambulance services to the Public Safety Building.

5. Notify the Police Communications Center. They will make the necessary notifications and deploy their manpower as specified in the Police Department S.O.P.
6. NO WEAPONS ARE TO BE PERMITTED IN THE JAIL EXCEPT AS AUTHORIZED BY THE CHIEF OF POLICE.
7. The following agencies or persons, at the discretion of the Scene Commander.
 - a. F.B.I. (on standby)
 - b. Neighboring jurisdictions
 - c. Families of both hostages and hostage-holder
 - d. Commonwealth Attorney
 - e. Any other persons designated by the Sheriff, Chief of Police or the Scene Commander.
- D. All "as Built" structural, electrical and plumbing blueprints are available in the building engineers office.
- E. Establish both an inner and outer perimeter, utilizing all personnel as may be available (Refer to Tactical Plan, Section II A and II C).
- F. Establish a Command Post as the most logical and advantageous location within the facility (Refer to Tactical Plan, Section II D).
- G. Evacuate all necessary inmates and staff personnel, as dictated by the situation itself (Refer to Tactical Plan, Section II B 3).
- H. Gather intelligence for the utilization of the Sheriff, Hostage Recovery Teams, etc. Intelligence may include, but is not limited to, the following:
 1. Number and type of weapons in the hands of the inmates.
 2. Number and identity of all hostages.
 3. Addresses and phone numbers of families of persons involved.
 4. Clothing worn by hostages.
 5. The physical setting of the incident itself and the immediate surrounding area.
 6. Physical and psychological profiles on individuals involved.
 7. Any known weaknesses or strengths of the individuals involved.
 8. All intelligence information, to the highest degree possible, will be in written form.
- I. Keep the situation contained, stall for time and negotiate, if required, until relieved by proper authority.

SECTION THREE:

TACTICAL PLAN

1. Operational Carry-Over:

- A. Upon the arrival of the Chief of Police, Sheriff, or other person who will have the ultimate command responsibility, ALL information thus far collected will be presented to him in the form of a briefing. The information/intelligence collected will be for his scrutiny and utilization in the decision-making process.
- B. Strict adherence to the following guides will be required:
 1. No inmate will be utilized as a runner or negotiator under any circumstances.
 2. All normal operations will be suspended but required functions, at the direction of the Commander, will continue.
 3. If the situation is restricted to one particular floor, the floors above and below it will be evacuated, as many inmates as possible being taken to the first floor lock-up. On the evacuated floors, the doors and gates to the cells, blocks, catwalks and hallways will be left open.
 4. No keys will be given to inmates under any circumstances.
 5. If at all possible, the negotiator will be "wired" for sound and all conversation recorded. This can be accomplished through the Police Department.

II. Deployment:

- A. Adjust, if required, the placement of the inner perimeter or the personnel assigned thereto.
 1. The prime responsibilities of the personnel initially on the inner perimeter will be to contain the location of the situation and to
 2. Gather intelligence for the Commander.
 3. Actual negotiation of any type is to take place only at the direction of either the interim or final commander.
- B. Deploy the Hostage Recovery Team(s) from this department in conjunction with the Police Department. Teams will consist of five (5) members each, whose specific functions are detailed in Addendum Two.
 1. Negotiator
 2. Recorder
 3. Media Liaison
 4. Communications
 5. Perimeter Coordinator

C. If not previously accomplished, establish and/or adjust the outer perimeter as dictated by all prevailing circumstances. The outer perimeter, unless otherwise directed by the Sheriff, will be established and maintained along the immediate ground floor exterior of the Public Safety Building.

1. It should, at its inception, be established and staffed by line officers of the Police Department under the direction of the on-duty Uniform Shift Commander.
2. The primary function will be to seal all avenues of entry and exit from the building, and to permit no unauthorized persons access to the building. It shall be the responsibility of the Scene Commander to decide to whom "authorized" status will be granted.
3. The secondary function will be to provide guidance and control of various services provided either within or without this perimeter.

- a. Command Post
- b. Assembly area
 - (1) Reserve Men
 - (2) Material
 - (3) Food Service
 - (4) Media Coverage
- c. Fire and medical service equipment
- d. Police support forces
- e. Family, friends, clergy, physicians, psychologists and any other significant person whose presence may be required.

D. Establish, as soon as practicable, a Command Post to oversee all aspects of the operation. It is from this location that ALL decisions will be made, be they by the interim or final Commander. Unless precluded by the circumstances of the situation, the Command Post is to be established in the fourth floor Control Center of the jail. The Command Post will be the center for, but is not restricted to, the following:

1. The Chief of Police, Sheriff or other decision-making authority.
2. The routing of any and all communications, both confidential and otherwise.
3. All conferences between the negotiator and the decision-making authority.

E. Negotiate the situation to a successful, non-violent conclusion, utilizing the information and guides contained in the Addenda to this Program.

1. Negotiations are to be instituted, when feasible, via telephones and hopefully progress to a "face-to-face" stage.

SECTION FOUR:

GUIDELINES FOR NEGOTIATION PROCESS

I. Precepts:

- A. The life of any hostage is of prime importance.
- B. Be calm. Listen. Go slowly in everything.
- C. Weapons and officers as hostages are non-negotiable items.
- D. No gross or illegal concessions will be made.
- E. No illegal freedoms will be granted.
- F. No major issue will be resolved by a threat to the hostage's safety.

II. General Guidelines:

- A. The main objective of the negotiator is to change the attitude of the hostage-holder from hostility to one of trust.
- B. At the inception of the negotiator's function, if he feels that another individual could better perform the negotiations, he should not even begin. Permit someone else to handle the job.
- C. Time is on the side of the negotiator and is to be the principle tactic employed in the negotiating process. However, when stalling, it must be done in a convincing manner or the suspect will sense your tactic.
- D. Keep the hostage-holder in a "constructive problem solving stage", or a thinking stage, so that he is continually relating to methods or means to eliminate his source of frustration. This is best accomplished by the negotiator employing a "non-directed" interview technique.
- E. If at all possible, conduct by the hostage-holder which is positive in nature should be praised and rewarded.
- F. Utilize the "Negotiator's Check List" prior to beginning any negotiations.

III. Specific Guides:

- A. Do not challenge the hostage-holder.

- B. Obtain the closest possible contact with the hostage-holder. Eye-to-Eye contact is desirable as it affords the opportunity to read the "body language" of the hostage-holder and more accurately assess the severity of the situation.
- C. There should be only one negotiator at a time in order to avoid confusing both the hostage-holder and the negotiators themselves.
- D. The negotiator holds absolutely no decision-making authority.
- E. Use every means available to stall for time. Experience has shown that if a hostage is not killed during the first 10-15 minutes of the situation, the likelihood of a non-violent conclusion increases. Time is on the side of the staff.
- F. The negotiator must discover the hostage-holder's intentions and objectives.
- G. The negotiator must establish some type of working relationship, some rapport and trust. Once the trust is established, the hostage-holder understands that the negotiator is his way out. If anything happens to the negotiator, the rational hostage-holder realizes that his chances become almost nonexistent.
- H. The negotiator should explain the options, once open dialogue is established.
 - 1. If he is reluctant to talk, begin by examining what his options are. Even though he may not agree, at least you have him talking and thinking about how he can save his life. Give no options which are detrimental to the situation.
 - 2. Show him you are prepared to remain for as long as needed to detain him and protect his hostage.
 - 3. Explain that you have unlimited manpower and that he and his companions will ultimately have to sleep.
 - 4. Remind the hostage-holder that in most similar situations the perpetrator surrenders. If he agrees, let him decide the manner in which he wishes to surrender.
 - 5. Demonstrate that you are willing to permit a friend or relative to speak with him. Even ask if he wants to talk to someone.
- I. Remember many hostage situations are elaborate attempts at suicide. A safe basic assumption however, is to consider them homicidal.
- J. Reinforce positive acts performed by the hostage-holder by agreeing with him.
- K. Remember that the hostage-holder is the "star of the show" and he knows it. Play to him and avoid conversation with the hostages.

- L. Require some reciprocal act for EVERY concession you make - even something as small as a cigarette. Make it obvious to him that you are "putting yourself out" to assist him.
- M. If you cannot effectively communicate with the hostage-holder, don't push it. Call in someone else to negotiate. Remember that the situation is handled by a team effort.
- N. If the hostage-holder tells you to get out, comply with his demand without question.
- O. During the negotiation phase, it is normally advisable NOT to:
 - 1. Laugh or joke with the hostage-holder(s)
 - 2. Call them any derogatory names
 - 3. Take the situation or any insults personally
 - 4. Repeat anything said which is negative
 - 5. Repeat anything said which is dangerous
- P. Suggested responses to assist in keeping the hostage-holder(s) talking.
 - 1. "Could you tell me about it?"
 - 2. "I'd like to hear your side."
 - 3. "Could you share that with me?"
 - 4. "I guess that's pretty important to you."
 - 5. "Tell me about it."
 - 6. "That's interesting."
 - 7. "I didn't realize that."
 - 8. "I see."
 - 9. "Uh-Huh"

IV. Stress:

- A. A hostage situation is a stressful one and stress is caused by anxiety. Anxiety will normally take one or more of four forms.
 - 1. Guilt: either real or perceived.
 - 2. Fear: the inability to control the events of the immediate future.
 - 3. Frustration: the inability to attain goals through blockage of avenues.
 - 4. Shock: being in circumstances that are inconceivable and/or incomprehensible to the mind.
- B. As the stress of the situation becomes more intense and emotionally controlled, so do the participants. When the emotional state of mind is up, the reasoning power of the mind is down; the reverse is also true.
- C. Very few individuals are able to withstand a high level of stress or anxiety for a protracted period of time. An effort to do so

often results in an emotional deterioration and mistakes soon begin to occur. This is easily applicable to the negotiator.

V. Psychological Patterns and Implications:

- A. Psychoneurosis: A mental disorder resulting in the individual's inability to deal with his anxiety. Possible symptoms may include:
1. Depression
 2. Insecurity
 3. Defensiveness
 4. Rigidity
- B. Psychosis: A major mental disorder characterized by hallucinations, illusions and the inability to distinguish reality from fantasy. Examples of such a disorder would include:
1. Simple schizophrenia: It is extremely difficult to deal effectively with a schizophrenic. Many are reclusive, paranoid and 98% of them are harmless. However, if a schizophrenic is homicidal, the method is customarily gruesome. In talking with a schizophrenic in a hostage situation, be certain to feed his words back to him, giving them the opportunity to reflect on them. The possibility exists that this feedback may bring him back to reality.
 2. Paranoia: A disorder characterized by delusions of persecution and/or grandeur. He normally will not hallucinate. As far as hostage situations are concerned, a paranoid is one of the most difficult individuals with which to deal. This is partially illustrated in the generalized profile below:
 - a. Age 30-35
 - b. He has an "element of trust", something that occurred years previously and has become blown out of perspective.
 - (1). It has become his life's mission.
 - (2) His life becomes secondary.
 - c. Perceives himself to be intelligent and on a level with God.
 - d. A "loser".
 - e. A perfectionist.
 - f. Rarely plans an escape and will kill his hostages at close range.
 3. Manic-Depressive Psychosis: which will customarily manifest itself in one of three forms:
 - a. Manic symptoms
 - (1) Excited: full of energy
 - (2) Full of Advice
 - (3) Extremely Aggressive

- b. Depressive symptoms
 - (1) Lethargic; lack of energy
 - (2) A deep-seated sadness
 - (3) Deep-seated regrets
- c. Circular Mood Swinger
 - (1) Shows very little emotion

4. Psychopath: which is often characterized by one or more of the following:
- a. Inability to establish warm, personal relationships with others.
 - b. A disregard for accepted standards of behavior.
 - c. An apparent absence of guilt feelings.
 - d. A failure to learn from punishment.
 - e. A desire for immediate satisfaction or gratification.
 - f. Continuous sexual experimentation.
 - g. Extreme dependency on others.
 - h. Apparent extroversion.
 - i. A penchant for "bragging" about his intended actions.

VI. Body Space and Eye Power:

- A. Body space is the area immediately surrounding one's body. It is often considered the territorial integrity of the body. Violating this space elicits an immediate response from the individual. Like the body space required, the nature and intensity of the response are variable factors, dependent upon the persons involved. For Americans, body space may vary from six inches to three feet. However, most people begin to react when the encroachment is within eighteen inches. Be aware that as the feeling of power on the part of the individual grows, the area of required body space will likewise increase. Do not attempt to crowd an individual who holds a hostage(s).
- B. Eye power is the control and authority you establish over an individual utilizing your eyes. Once eye contact with an individual is achieved, be certain to both maintain and control it. Make the individual look away first. Once this has been accomplished, you have subconsciously established your authority over both the individual and the situation.

NEGOTIATOR'S CHECK LIST

I. What Happened:

- * The incident:
- * Who initiated call?
- * The time:
- * Any injuries?
 - ** To staff
 - ** To hostage-holder
 - ** To hostage(s)
 - ** To civilians
- * Has contact been made with hostage-holder?
 - ** What kind?
 - ** When?
 - ** By whom?
 - ** What conversation transpired?
- * Is the hostage-holder contained?

II. What is the Location?

- * Hostage-holder pinpointed?
- * Hostages(s) located?
- * Civilians cleared from area?

- * Building floor plan:
- ** Ingress - egress to area?
- ** Telephones?
- ** Observation of hostage-holder?

III. What weapons does he have?

- * Handgun
- * Rifle/shotgun
- * Sharpened instrument
- * Explosives
- * Chemical

IV. Who is (are) the hostage-holder(s)?

- * Positive ID on collaborators
- * Record check
- * Medical profile, mental?
- * Family input
- * Friends, professional input

V. Hostage(s)

- * Staff member? Civilian?
- ** Stability?
- ** Understanding?

- * Description; clothing
- * Number of hostages
- * Tied, bound, gagged, hooded?
- * Injured or wounded?

VI. Deadlines:

- * Time limits
- * Demands
- * Ultimatums

ADDENDUM ONE

The following lists are persons who are to be notified as soon as practicality permits following the inception of the hostage situation in this facility. They are to be notified in the order indicated.

Police Chief Charles D. Grant	Office: 441-2261	Home: 587-4255
Sheriff Charles H. Leavitt	Office: 441-2341	Home: 423-7433
Major Claude Miller, Chief Deputy	Office: 441-2341	Home: 622-5238
Chief John Casey, Corrections Captain	Office: 441-2341	Home: 460-0795
Neal Windley, Assistant City Manager	Office: 441-2471	Home: 466-0105

HOSTAGE RECOVERY TEAMS

NEGOTIATOR:

RECORDER:

MEDIA LIAISON:

COMMUNICATIONS:

PERIMETER COORDINATOR:

NEGOTIATOR:

RECORDER:

MEDIA LIAISON:

COMMUNICATIONS:

PERIMETER COORDINATOR:

The Norfolk Police Department will be notified at 441-2121. Their S.O.P. manual dictates that they will cause the response of certain selected personnel to assist this agency.

Other persons or agencies who are to be notified at the discretion of the Chief of Police, Sheriff or Interim Commander.

Fire Department	441-2171
Police	441-2121
Fire Chief	441-2171
Ambulance & Rescue Service	441-2345
F.B.I.	623-3111
State Police	420-3410
Red Cross Language Bank	446-7700
<u>Commonwealth Attorney</u>	
Mr. Joseph Campbell	441-2945
Mr. Neal Windley	441-2471
<u>Superintendent - Public Buildings</u>	441-2511
<u>Jail Physician</u>	
Dr. J. S. Santos	467-0476
<u>Jail Paramedic Office</u>	441-2484
<u>On-Call Clergy</u>	
Chaplain Jerry Adams	588-8689
Chaplain Derek Farmer	488-4164

ADDENDUM TWO

HOSTAGE RECOVERY TEAMS

Suggested herein are the general duties and responsibilities of the designated members of the Hostage Recovery Teams. It is to be noted that the area of functionality of any member may at any time be either expanded or restricted, at the sole discretion of the Commander.

NEGOTIATOR

Has complete responsibility for the conveyance of any and all communications between the hostage-holders and the Scene Commander. He holds no decision-making authority. Additionally, he must be able to accurately interpret any changes in the prevailing circumstances and objectively report these to the Scene Commander. Full guides for the negotiator are detailed in a separate section of this program.

RECORDER

Has complete responsibility for the accurate logging of any activities which occur relevant to the situation. As much of the proceedings as possible are to be either tape recorded and/or video taped. The Recorder's responsibilities would include:

- A. Obtaining available recording equipment from the Police Department.
- B. Logging all communication between the hostage-holders and the Commander.
- C. Logging the type, code or serial numbers and possessor of ANY offensive weaponry entering the perimeter.
- D. Logging the entry and exit of anyone between the Command Post and the inner perimeter.
- E. Logging any changes of position, offensive or defensive, no matter how insignificant they may appear to be.
- F. Logging any concessions, release, trades or surrenders.
- G. Logging any incident which, by its occurrence, is noticeable to any of the parties involved.
- H. Logging any other material as directed by the Commander.

MEDIA LIAISON

Has complete responsibility for maintaining contact with whatever members of the news media may be present in the media liaison area. This officer will set up, at a location designated by the Commander, an area in which media representatives may congregate for the purpose of news coverage.

This officer will convey to the media, in an accurate manner, such information as is released by the Commander. The Commander may, at his discretion, delegate a degree of latitude to this officer relative to fielding inquiries from the media. However, under no circumstances will this officer offer any judgements, opinions or theories which may be detrimental to the operation.

COMMUNICATIONS

Has complete responsibility for the co-ordination, installation, and maintenance of any communication systems utilized during the situation. This would include, but not be limited to:

- A. Two-way portable radios.
- B. Department main radio frequency.
- C. Telephones between Command Post and any location designated by the Commander.
- D. V.T.R. and in-house intercom systems.
- E. Bullhorns, pencil and paper, any other systems necessary.

PERIMETER CO-ORDINATOR

Has complete responsibility for procurement of all material and services as the Commander may direct to the outer perimeter. Further, this officer is to assist and co-operate with the police effort in maintaining the perimeter. It is imperative that this officer be accessible to the Commander at all times. The co-ordinator will have the authority to designate specific locations for the marshalling of supplies, food service, media representatives, clergy, families, psychologists, medical services and the like. He shall further have the authority to either restrict or deny entrance into the perimeter.

ADDENDUM THREE

- I. In the event a hostage situation occurs, the response of the Norfolk Police Department shall include, but not necessarily be limited to:
 - A. A hostage recovery team comprised of officers of the Special Enforcement Unit will be made available, under the command of the Uniform Branch Commander, to coordinate with and assist the Sheriff's Department staff.
 - B. Communications equipment and offensive material will be made available at the discretion of the commander of the scene.
 - C. The on-duty shift commander will cause his personnel to respond to the scene for utilization by the commander of the scene.
 - D. In addition to the police hostage recovery team, the commander of the Criminal Investigation Unit, will be notified and cause personnel under his command to respond, primarily in an investigation Unit, will be notified and cause personnel under his command to respond, primarily in an investigative capacity.
 - E. The Uniform Operation Branch Commander will have discretionary latitude in requesting other certain specified police personnel to respond to the scene, for the utilization of the scene Commander.
- II. It is suggested that these various responses be incorporated into the police department's S.O.P. manual; this department need therefore only notify the police E.O.C. as to the existence of a hostage situation and Police Department Communications personnel will in turn make all necessary police notifications.

ADDENDUM FOUR

In the event that it becomes evident that there exists a need for a foreign language translator, either the Interim Commander, Chief of Police, or the Sheriff will authorize a call to the Red Cross Language Bank. Their services can be obtained by calling 446-7700, twenty-four (24) hours a day.

When notifying the Language Bank, explain to the answering party what language is required, as well as the fact that a certain condition exists which may be both STRESSFUL and HAZARDOUS to the interpreter. They must explain to the potential interpreter these circumstances and the fact that their services must be completely voluntary.

The Language Bank is to return a call to the Command Post giving the name, sex and expected time of arrival of the interpreter.

The languages currently available through this service include:

Aborigine	Guamanian	Persian and Urdu
Angola	Haitian	Polish
American Indian	Hebrew	Portugese
Amharic (Ethiopian)	Hindi Ordi (India)	Russian
Arabic	Hungarian	Solovian
Armenian	Icelandic	Sign Language
Belgian (Flemish)	Iranian	Slavish
Bengali	Italian	Serbo-Croatian
Bulgarian	Jamaican	Spanish
Cambodian	Japanese	Swedish
Chinese (Mandarin)	Korean	Tahitian
Czechoslovakian	Laotian	Thai
Danish	Latvian	Turkish
Dutch	Lebanese	Vietnamese
Filipino (Tagalog)	Liberian	Yiddish
Finnish	Lithuanian	Yoruba (West African)
French	Nigerian	Yugoslavin
Greek	Norwegian	
German	Pakistani	

ADDENDUM FIVE

SUGGESTIVE ULTIMATUM

This is the statement of Sheriff Charles Leavitt in response of the demands made by prisoners on the 7th Floor of the City Jail:

1. I cannot agree to any of your demands for the release of the jailers that you are now holding.
2. All inmates are expected and ordered to immediately release all jail personnel and all inmates are to immediately return to your cells.
3. Any injury to any jail personnel by any inmate will cause the most serious repercussions to immediately occur.
4. After the jail personnel have been released and the prisoners returned to their cells and order is restored, I will meet with any spokesman to discuss conditions in this facility and listen to any complaints that any inmate may have.
5. I would remind all of the inmates that the willful deliberate or premeditated killing by an inmate in a penal institution is punishable by death.
6. Any bodily injury caused to an employee of a penal institution by an inmate is a Class 5 felony.
7. The Virginia Code states any attempt to escape from jail by force or violence is a Class 6 felony.
8. The abduction, seizing, taking and detaining the person of any other with the intent to deprive him of his personal liberty is a Class 5 felony.
9. And finally, the conspiracy to commit a riot is a Class 5 felony.

As I have stated previously, I will not yield to your demands and you will not be allowed to leave the jail under any circumstances. It is my sincere hope that you will use good judgement and prevent the needless injury of any person. The choice is entirely yours.

APPENDIX F

BOARD OF PHARMACY REGULATION 27.3

Regulation 27.3. Drugs in Correctional Institutions.

- A. All prescription drugs at any correctional unit shall be obtained only on an individual prescription basis from a licensed pharmacy.
 - 1. If a telewriter is to be used, the orders shall be initiated by the physician and signed by the physician. In institutions where telewriters are not used, the physician shall personally initiate the order by means of a signed and dated prescription at the time the drug order is initiated.
 - 2. The physician shall specify the number of doses on each prescription order.
- B. All drugs must be transported to the correctional unit by a designated employee or other secure means.
- C. All drugs are to be maintained in a suitable locked facility with only the person responsible for administering the drugs having access thereto.
- D. All drugs shall be taken in the presence of the person administering the drug.
- E. Drug Administration Record — Complete and accurate records must be maintained on all drugs received, administered and discontinued. This record shall consist of a two-part drug administration record. The administration record shall show the:
 - 1. Prescription number
 - 2. Drug name and strength
 - 3. Number of dosage units received
 - 4. Physician's name
 - 5. Date, time and signature of person administering the individual dose of drug by a person designated by the administrator.
- F. Disposal of Unused Drugs — All unused or discontinued drugs shall be sealed and the amount in the container at the time of the sealing shall be recorded on the drug administration record. Such drugs shall be returned to the Corrections Pharmacy along with Part 2 of the drug administration record within seven (7) days after the discontinuance of the drug. The drug shall be returned by the same means as it was originally sent.
 - 1. The Corrections Pharmacy shall compare the number of drug dosage units dispensed against Part 2 of the drug administration record,

- APPENDIX G**
- NEWPORT NEWS SHERIFF'S DEPARTMENT**
- CORRECTIONS SECTION**
- INMATE VIOLATION REPORT**
- INMATE NAME:** _____ **JAIL #** _____
- VIOLATION DATE:** ____ / ____ / ____, **TIME:** _____ **LOCATION:** _____
- INJURIES:** YES ____ NO ____ **LOCATION OF INJURY:** _____
- CONDITION:** _____ **TREATMENT:** _____
- WITNESSES (1)** _____ **(2)** _____
- VIOLATION:** _____

- _____
OFFICER SUBMITTING REPORT
- _____
REVIEWED:
SHIFT COMMANDER
- ACTION/RECOMMENDATION:** _____

- _____
SHIFT COMMANDER

SHIFT COMMANDER

FINDING AND ACTION: _____

CHIEF CORRECTIONAL OFFICER _____

Inmate Received Copy of Report? Yes No Initials: _____

Inmate Advised of Rights? Yes No Initials: _____

Referred to Adjustment Committee: Yes No Date: ____/____/____

Hearing Scheduled for: ____/____/____ at _____

CHIEF CORRECTIONAL OFFICER _____

I request to appeal this disciplinary action to a hearing before the Adjustment Committee.

Date ____/____/____ Inmate's Signature _____

APPENDIX H

CHAPTER 608

REENROLLED

An Act to amend the Code of Virginia by adding a section numbered 19.2-59.1, prohibiting strip searches; exceptions.

[S 737]

Approved APR 1 1981

- Be it enacted by the General Assembly of Virginia:
- That the Code of Virginia is amended by adding a section numbered 19.2-59.1 as follows:
 § 19.2-59.1. Strip searches prohibited; exceptions.—A. No person in custodial arrest for a traffic infraction, Class 3 or Class 4 misdemeanor, or a violation of a city, county, or town ordinance, which is punishable by no more than thirty days in jail shall be strip searched unless there is reasonable cause to believe on the part of a law-enforcement officer authorizing the search that the individual is concealing a weapon. All strip searches conducted under this section shall be performed by persons of the same sex as the person arrested and on premises where the search cannot be observed by persons not physically conducting the search.
 B. The chief of police or the sheriff of the county or city shall develop a written policy regarding strip searches.
 C. A search of any body cavity must be performed under sanitary conditions and a search of any body cavity, other than the mouth, shall be conducted either by or under the supervision of medically trained personnel.
 D. Strip searches authorized pursuant to the exceptions stated in paragraph A. of this section shall be conducted by a law-enforcement officer as defined in § 9-108.1 H. of the Code.
 E. The provisions of this section shall not apply when the person is taken into custody by or remanded to a law-enforcement officer pursuant to a circuit or district court order.
 F. For purposes of this section, "strip search" shall mean having an arrested person remove or arrange some or all of his clothing so as to permit a visual inspection of the genitals, buttocks, anus, female breasts, or undergarments of such person.
 G. Nothing in this section shall prohibit a sheriff from requiring that inmates take hot water and soap showers and be subjected to visual inspection upon assignment to the general population area of the jail or upon determination by the sheriff that the inmate must be held at the jail by reason of his inability to post bond after reasonable opportunity to do so.

President of the Senate

Speaker of the House of Delegates

Approved:

Governor

JAIL LOG

Appendix I
2-11-82

[illegible]

INMATE JAIL RECORD

BOOKING NO. _____

INMATE NO. _____

SOC. SEC. NO. 111-111111

CELL NO. 43

CCRE NO. _____

NAME

LAST	TITLE		FIRST	MIDDLE

AKA _____ MARITAL STATUS LL

ADDRESS _____ CITY _____ STATE _____ ZIP _____ PHONE NO. _____

SEX [] DOB [][-][][-][] AGE [] RACE [] HT. ____ WT. ____ EYES ____ HAIR ____ SCARS/MARKS _____

COMMITMENT INFORMATION

DATE 11-11-77 TIME 11:00 REASON 1 OFF. TYPE 1 OFF. CODE 111 COURT CODE 111 JAIL CODE 111

RELEASE INFORMATION

DATE 11-1-61 TIME 11:00 REASON 11 RELEASED TO 11

PHOTOGRAPH

MISCELLANEOUS

MEDICAL ALERT

HANDICAP

INJURY

OTHER

[illegible]

INMATE JAIL RECORD
(Continued)

INMATE NAME _____, _____

INMATE NUMBER _____

[illegible]

ACCOUNTING SHEET

INMATE NAME _____, _____, _____

INMATE NUMBER _____

[illegible]

ACCOUNT CLOSED ON 1/1

[illegible]

DEPUTY RETURNING MONEY _____

INMATE VERIFYING AS CORRECT

INMATE PHONE CALL LOG

INMATE NAME _____ INMATE NUMBER _____

[illegible]

ATTORNEY'S NAME _____ ATTORNEY'S PHONE NO. _____

CONTINUED

INMATE VISITOR LOG

INMATE NAME: _____, _____ INMATE NUMBER. _____

[illegible]

INMATE VISITOR LOG

INMATE NAME _____, _____ INMATE NUMBER _____

[illegible]

PERSONAL PROPERTY RECEIPT

STORAGE BIN NUMBER _____

INMATE NAME _____ INMATE NUMBER _____

ITEM	REC.	COND.	DESCRIPTION	RET.	COND.	REMARKS
BELT						
CHECKS						
CLOTHING						
1 DRESS						
2 SHOES						
3 SOCKS						
4 SHIRT/BLOUSE						
5 SKIRT						
6 T-SHIRT						
7 TROUSERS						
8 UNDERWEAR						
9						
10						
COMB/BRUSH						
CREDIT CARDS						
DRUGS						
GLASSES						
JEWELRY						
1 RING(S)						
2 WATCH						
3						
4						
5						
KEYS						
LIGHTER						
MONEY						
1 CURRENCY						
2 COINS						
PEN/PENCIL						
POCKETBOOK						
POCKETKNIFE						
SUITCASE						
WALLET						
OTHER						
1						
2						
3						

I, _____, RECEIVED THE ABOVE ITEMS FOR SAFEKEEPING ON _____

(INMATE VERIFYING AS CORRECT)

I, _____, RETURNED THE ABOVE ITEMS TO _____ ON _____

(INMATE VERIFYING AS CORRECT)

JAIL PROPERTY ISSUE/RETURN

INMATE NAME _____

INMATE NUMBER _____

PROPERTY ISSUE		
ITEM	QTY	CONDITION
MATTRESS		
PILLOW		
PILLOW CASE		
SHEETS		
BLANKETS		
TOWEL		
WASH CLOTH		
TROUSERS		
SHIRT/BLOUSE		
SKIRT		
DRESS		
SHOES		
HYGIENE PACK		
REGULATIONS		

I HAVE RECEIVED THE ABOVE ITEMS FOR WHICH I AM RESPONSIBLE. I UNDERSTAND THAT I WILL BE CHARGED FOR AN ITEM LOST, DAMAGED, OR DESTROYED BY MY NEGLIGENCE.

(Inmate Signature) / /
(Date)

(Issuing Deputy)

PROPERTY RETURN		
ITEM	QTY	CONDITION
MATTRESS		
PILLOW		
PILLOW CASE		
SHEETS		
BLANKETS		
TOWEL		
WASH CLOTH		
TROUSERS		
SHIRT/BLOUSE		
SKIRT		
DRESS		
SHOES		
REGULATIONS		

WITH THE EXCEPTION OF _____
_____, THE ABOVE ITEMS WERE
TURNED IN ON / / IN SERVICEABLE CONDITION.

(Inmate Signature) / /
(Date)

(Receiving Deputy)

INITIAL CLASSIFICATION

PSI Y N

INMATE NAME _____ INMATE NUMBER _____

PERSONAL HISTORY

PLACE OF BIRTH _____	AGE _____	BUILD _____	HT. _____	WT. _____	RACE _____
MARITAL STATUS _____	NUMBER OF CHILDREN _____	HANDICAPS/PHYSICAL PROBLEMS _____			
SPOUSE'S NAME _____	ADDRESS _____		PHONE NO. _____		
REARED BY _____	RELATIONSHIP _____	ADDRESS _____			
NEXT OF KIN _____	RELATIONSHIP _____	ADDRESS _____			

CRIMINAL HISTORY ATTACHED ☐ CCRE ☐ FBI ☒ CAPIAS ☐ DETAINERS ☐ OUTSTANDING WARRANTS

RESIDENTIAL HISTORY

CURRENT ADDRESS _____	LENGTH OF RESIDENCE _____	PHONE NO. _____
PREVIOUS ADDRESS _____	LENGTH OF RESIDENCE _____	

EDUCATIONAL HISTORY

HIGHEST GRADE COMPLETED _____	COLLEGE DEGREE _____	SCHOOL ATTENDED _____
VOCATIONAL SCHOOLS _____	OTHER SCHOOLS _____	

MILITARY HISTORY

MILITARY SERVICE Y N BRANCH _____ FROM _____ TO _____ TYPE OF DISCHARGE _____

EMPLOYMENT HISTORY

OCCUPATION

TYPE OF WORK	FROM	TO	EMPLOYER	ADDRESS	REASON FOR LEAVING

MEDICAL RECORD

INMATE NAME _____ INMATE NUMBER _____

DATE RECEIVED _____ MEDICAL INSURANCE CO. _____

DATE EXAMINED _____ CONTRACT NUMBER _____

FAMILY DOCTOR _____ CITY _____ STATE _____ DATE OF LAST VISIT _____

FAMILY HISTORY: (PERSON AFFECTED)

1) ARTHRITIS	4) EPILEPSY	7) MENTAL ILLNESS
2) CANCER	5) HEART DISEASE	8) TUBERCULOSIS
3) DIABETES	6) HYPERTENSION	9) _____

PERSONAL HISTORY: YES NO YES NO YES NO

1) ALCOHOL			10) EPILEPSY			23) SICKLE CELL		
2) ALLERGIES			11) HEARING AID			24) SKIN DISEASE		
3) AMNESIA			12) HEARING LOSS			25) SUICIDE (ATTEMPTED)		
4) APPENDICITIS			13) HEART			26) TUBERCULOSIS		
5) ASTHMA			14) HEPATITIS			27) ULCERS		
6) CANCER			15) HYPERTENSION			28) VENEREAL DISEASE		
7) CHRONIC COUGH			16) INJURIES			GONORRHEA		
8) DIABETES			17) MALARIA			SYPHILIS		
9) DRUGS			18) OPERATIONS			FEMALES		
BARBITURATES			19) PSYCHIATRIC RX			29) MISCARRIAGE		
HEROIN			20) RESPIRATORY			30) PREGNANT? MONTHS?		
METHADONE			21) RHEUMATIC FEVER			31) PAINFUL/IRREG. MENSTR.		
OTHER			22) RUPTURE			32) VAGINAL DISCHARGE		

PERSONAL HISTORY REMARKS: _____

PHYSICAL FINDINGS:

HEIGHT in.	PULSE /min.	VISION	R 20 L 20
WEIGHT lbs.	B/P	GLASSES	R 20 L 20
TEMPERATURE		HEARING (WATCH)	R " L "

PHYSICAL FINDINGS REMARKS: _____

DEFECTS IN GENERAL COND. YES NO YES NO YES NO

1) EYES			6) LUNGS			11) RECTAL		
2) EARS			7) BREAST/CHEST			12) BACK/SPINE		
3) NOSE, THROAT, MOUTH			8) ABDOMEN			13) JOINTS/EXTREMITIES		
4) NECK			9) HERNIA			14) LYMPHATIC SYSTEM		
5) HEART			10) GENITAL			15) SKIN		

DIAGNOSTIC PROCEDURES

1) BS (RANDOM)	5) SEROLOGY	9) WBC
2) CHEST X-RAY	6) SICKLE CELL	10) GC SMEAR
3) HGB or HCT	7) URINALYSIS	11) PAP SMEAR
4) PPD or TINE	8) VDRL	12) _____

GENERAL CONDITION: _____GOOD _____FAIR _____POOR

WORK RECOMMENDATION: _____ANY _____MODERATE _____LIGHT _____NONE _____NONHAZARDOUS

EXAMINING PHYSICIAN _____, M.D.

MEDICAL TRANSFER COMMENTS

INMATE NAME _____ INMATE NUMBER _____ (Date) _____

COMMENTS:

CURRENT MEDICAL PROBLEMS REQUIRING IMMEDIATE ATTENTION:

CURRENT MEDICATIONS:

AMOUNT SENT

PENDING APPOINTMENTS, PROSTHESES ON ORDER, ETC.:

IF ADDITIONAL MEDICAL INFORMATION IS NEEDED, PLEASE CONTACT _____

SIGNED _____ (Name and Title)

JAIL _____

Detainer

Date: _____

TO:

FROM:

It is requested that you honor this Detainer against the person named below, and notify this office prior to his release by reason of dismissal of charges, posting of bond, acquittal, expiration of sentence or otherwise, in order that his return to the above mentioned Sheriff's Department be effected.

Should this individual be transferred to another facility, further request is made that this Detainer accompany him and that this office be notified of his transfer.

INDIVIDUAL BEING DETAINED

NAME: _____

CHARGE: _____

BOND: _____

CASH: _____

or
PROPERTY: _____

DATE: _____ TIME: _____

COURT: _____

Your cooperation in this matter will be greatly appreciated.

(Sheriff's Signature)

1.19 The written policy and procedure should ensure that inmate records are current and accurate and that an internal audit system is developed and implemented. (Essential)

Policy - Inmate records shall be kept current and accurate in such areas as identification, personal property, institutional adjustment, medical, judicial matters and social history in order to ensure effective and efficient operation of the facility.

- Procedures -
1. Audit lists, check lists or similar audit documents should be used on a periodic basis to ensure the currency and accuracy of inmate records from the time of incarceration to the release of the inmate from the facility.
 2. The establishment of inmate records and an internal audit system should be the responsibility of the classification officer supervisor, the responsible records custodian or the shift supervisor as designated by the chief administrative officer of the facility.

See Appendix I for Sample Jail Records.

END