

**COMMONWEALTH OF VIRGINIA
DEPARTMENT OF JUVENILE JUSTICE**



**Resident Handbook
Including
REACH Program**

Revised November, 2013

Table of Contents

Introduction

Agency's Mission

Agency's Vision

Agency's Core Values

Reception and Diagnostic Center

Juvenile Correctional Centers

Residents' Rights and Services

Health Services (Medical and Dental Care)

Specialized Treatment Services

Mental Health Services

Educational Services

Religious Services

Volunteer Programs and Services

Resident Advisory Committee

Money and Finances

Mail

Visitation

Grievance Procedure

Recreation

Prison Rape Elimination Act (PREA) of 2003

Resident Rules and Standards of Conduct

Resident Rules and Standards of Conduct

Resident's Creed

Facility Code of Conduct

Facility Rules

Dining Hall Rules

School Code of Conduct

School Rules

Resident Appearance Expectations

Gang Activity

Graffiti

Disciplinary Procedures

Institutional Charges

Hearings

Appeals

Due Process

Moderate Offenses and Sanctions

Major Offenses and Sanctions

REACH

Introduction to REACH

REACH Community

Daily Schedule

REACH Community Leadership

Facility Leadership

Housing Unit Leadership

Community Meetings

Morning Affirmation

Evening Meeting

Teachable Moment Experiences

Personal Growth Experiences

Community Meeting Rules

General Meeting Procedures

REACH Phase System

Credit System

REACH in the Intensive Behavioral Redirection Unit (IBR)

REACH Reinforcement/Reward System

De-Escalation Protocol



COMMONWEALTH of VIRGINIA

Department of Juvenile Justice

DJJ MISSION, VISION, AND VALUES

Mission Statement

The Virginia Department of Juvenile Justice protects the public by preparing court-involved youth to be successful citizens.

Vision Statement

The Virginia Department of Juvenile Justice is committed to excellence in public safety by providing effective interventions that improve the lives of youth, strengthening both families and communities within the Commonwealth.

Values Statement

Knowledge:

We stay on the cutting edge of effective juvenile justice by keeping abreast of facts, information, data and best practices as they become available. To achieve the agency's mission, we apply this knowledge with competence according to laws, regulations, policies and procedures. The youth, families and communities we work with are our first priority.

Professionalism:

As representatives and ambassadors of DJJ, we always adhere to our standards of conduct by behaving responsibly, appropriately, and with discipline.

Respect:

We treat everyone equitably and impartially, recognizing the diversity of individuals and their viewpoints. We are aware of body language, tone and words during our conversations. We acknowledge the issues of others and always strive for a clear solution. The “Golden Rule” is standard operating procedure: Treat others the way you wish to be treated.

Integrity:

We are honest, truthful and non-judgmental in all our professional interactions. We follow policy and procedures and accept responsibility for our actions. Our decisions are ethical and always honor confidentiality.

Dedication:

We are fully committed to fulfilling the agency’s mission. We serve as ambassadors of the agency, representing it with loyalty, enthusiasm, and perseverance. We can see the “big picture”, and routinely make personal sacrifices for the good of the agency. We play as a team.

Effective Communication:

We are good listeners. When we communicate with our clients, courts, customers and colleagues, we do so clearly and concisely in a timely manner. Our communications are respectful, accurate, constructive, candid and relevant, offering well considered solutions.

What does this mean to me?



It means that starting with your first meeting with us our goal is for you to be a healthy, productive member of your community. For you that means taking part in what the community can offer you— school, healthy recreation, and a job. For the community, it means that you live there without breaking the law.

What does this mean to the Department of Juvenile Justice?

It means that we think about our mission, vision and core values in everything we do. We think about them whenever we hire someone. We think about them when we listen to what is needed all across the state. We think about them when we create programs and provide services. In everything we do, we try to balance our commitment to you and to the community.

Your commitment to the Department of Juvenile Justice (DJJ) starts at the Reception and Diagnostic Center (RDC). You will be given a number of tests and evaluations. These will help choose the services and treatment that is best for you. After the evaluation time at RDC, you will move to one of the Department's juvenile correctional centers (JCCs for short) for the rest of your commitment time. Information about the JCCs is in the next section.

This Resident Handbook will teach you about DJJ. It will explain some of the services you will get and teach you the rules and how you should behave. It will also teach you about DJJ's behavior management program called ***REACH***.



RECEPTION AND DIAGNOSTIC CENTER

The purpose of the Reception and Diagnostic Center and the JCCs is to confine and treat youth who have broken the law. Staff members work together to:

- Provide a safe, structured environment
- Hold you accountable for your actions
- Help you learn to make good decisions
- Help you do well when you are released
- Give you an opportunity to take part in educational and vocational services

Reception and Diagnostic Center

The Resident Orientation Program (ROP) starts as soon as you get to the Reception and Diagnostic Center (RDC). You will be given clothes to wear and hygiene items like soap and toothpaste. All your personal things will be sent back to your family or placing agency.

You will get a haircut or, if you are a girl, told how you may wear your hair. Haircuts and/or hairstyles are not optional. Rules about your hair are in place for security and health reasons.

During your time at RDC, you will be given a medical checkup. You will also be given other types of checkups and tests. These are very important and will help us know the services you need.

The ROP will teach you the rules and explain how you should behave. It will also tell you what will happen if you do not follow the rules.

You will be taught about your basic rights and the tools you have as a resident to protect them. You will also learn about your right to be free from sexual abuse and harassment and the resources provided to you through the Prison Rape Elimination Act (PREA).

Your time at RDC will also teach you how to work as a team with other residents and the staff in your unit. Your days at RDC will be very full with little free time. You will attend school, exercise, study, and help with cleaning duties. It takes approximately three weeks to finish the program at RDC. You will then be assigned and moved to the JCC where you will spend your commitment.



JUVENILE CORRECTIONAL CENTERS

The Department of Juvenile Justice has three juvenile correctional centers (JCCs). They are:

Beaumont Juvenile Correctional Center (including the Oak Ridge Program located within Beaumont) in Powhatan County

Bon Air Juvenile Correctional Center in Chesterfield County

Culpeper Juvenile Correctional Center in Culpeper County

Each JCC has a special orientation program to teach you about its programs and its staff.

The rest of this manual is about your rights and the programs and services you will receive. It will teach you the rules you will need to follow to be successful and about REACH. REACH stands for *Responsibility, Empowerment, Achievement, Change, Hope*. REACH is the behavior management program for the Department. Just like a computer has an “operating system”, REACH acts like a “resident operating system” for the JCCs.



RESIDENTS' RIGHTS AND SERVICES

- **HEALTH SERVICES (MEDICAL AND DENTAL)**
- **SPECIALIZED TREATMENT SERVICES**
- **MENTAL HEALTH SERVICES**
- **EDUCATIONAL SERVICES**
- **RELIGIOUS SERVICES**
- **VOLUNTEER PROGRAMS AND SERVICES**
- **RESIDENT ADVISORY COMMITTEE**
- **MONEY AND FINANCES**
- **MAIL**
- **VISITATION**
- **GRIEVANCE PROCEDURE**
- **RECREATION**
- **PRISON RAPE ELIMINATION ACT (PREA)**

RESIDENTS' RIGHTS AND SERVICES

The law or laws you broke in your community are the reason you have been committed. Being committed means you have lost many freedoms. You are no longer free to come and go as you please, choose what time you go to bed or wake up, or what you want to wear--- just to name a few.

Being committed and losing these freedoms is the punishment for the crime or crimes you committed. ***You have the right to be treated with respect and dignity and to be safe while you serve your commitment. You have the right to be free of sexual abuse and sexual harassment.*** No one should call you names or treat you badly because of your race, religion, sexual orientation or for any other reason. You are expected to treat others the same way.

The rest of this section explains some of the programs and services that are most important to you. The testing at RDC helps determine the treatment and service needs that are right for you. Other services are given to everyone, such as medical and dental care. This section also has information on things like getting mail, the grievance procedure, your rights under PREA, and visitation.

HEALTH SERVICES (MEDICAL AND DENTALCARE)

When you arrive at The Reception and Diagnostic Center (RDC) you get a thorough check-up by health services staff. The health services staff will review your records and ask you about any medical problems you have now or had in the past. You will also receive a medical and dental exam including x-rays and blood work.

If you are sick, have dental problems, or become injured any time during your stay DJJ's health services staff will treat you.

Sometimes you will receive care and return to your unit.

Sometimes you will receive care and stay in the facility clinic overnight.

Sometimes you will receive care off-campus in a doctor or dentist's office.

Sometimes you may need to receive care in a hospital.

The health services staff decide the best place for you to receive care. To report a health services (medical or dental) problem or request care, follow these easy steps:

1. Fill out a "Medical Service Request" (MSR) form. They are available on the unit, or ask the unit staff for one. Unit staff will help you fill it out if you need help. Describe the reason you are requesting health services.
2. Place the MSR in the secure box located on your housing unit. It will be picked up by health services staff.
3. Health services staff will review your problem and respond appropriately.

IF you have a health services EMERGENCY tell staff right away.

SPECIALIZED TREATMENT SERVICES

Some residents have special treatment needs and DJJ has programs to treat them. These programs include substance abuse treatment, aggression management and sex offender treatment.

The tests and assessments you are given at RDC help decide which treatment programs are right for you. These programs become part of your treatment plan. They are labeled as “mandatory”, “recommended” or “applicable” treatment needs. Your counselor will explain these terms and help you understand how they will impact your release date.

You will have a counselor and treatment team to help you keep track of your treatment plan. It is important for you to understand it, so ask if you have any questions. Your treatment programs will be timed so you can complete them before your release date. After you complete your programs you will continue to receive treatment and relapse prevention services until you are released.

There may be a time when someone who arrived at the JCC after you starts his/her treatment before you. This might happen if the other person’s release date is before yours, so please be patient if that happens.

MENTAL HEALTH SERVICES

Mental health services are provided by the Behavioral Services Unit (BSU). Each facility has trained and certified staff members who will give you the level and type of treatment you need. These services may be part of the treatment plan designed for you during the assessment period at RDC.

Even if mental health services are NOT part of your treatment plan, remember that ***you may ask to speak to a mental health professional any time you feel you need to talk with someone.*** You might receive news that is upsetting or you may just begin to feel sad. There may be times when you feel the need for extra support. You may make a request through any staff member at any time. ***Do not hesitate to ask for help.***

EDUCATIONAL SERVICES

The Yvonne B. Miller High School was renamed after the esteemed late state senator who always placed children first in regards to pending legislation. It is located at three campuses; Blandford Campus at Beaumont, Mastin Campus at Bon Air, and Cedar Mountain Campus at Culpeper.

Your education is very important to your future success. Your school career will be watched very closely.

Each campus provides a full range of educational and vocational services. The middle and high schools offer instruction in the following areas:

- English
- Mathematics
- Science
- Social Studies
- Foreign Languages
- Health and Physical Education
- Social Skills
- Career and Technical Education
- Art
- GED

If you are eligible for special education services you will receive them. All services outlined in your Individual Education Plan (IEP) are available to you. Guidance counseling and transition services are available to everyone.

A number of vocational educational programs are also available. Not every vocational program is available at every facility. Ask your school counselor what is offered at your facility.

There are also special academic and vocational programs, community service activities, community or business partnerships, or volunteer services available to you.

RELIGIOUS SERVICES

The volunteer coordinator schedules religious programs provided by volunteers from the community. If you have a special religious need, please notify your staff and counselor.

There may be times when you need something special to practice your religion. We will make every effort to meet those needs if they do not present security concerns. The safety of the facility is our top concern. We use the information given when you arrived at RDC to know which religion you practice. You may request a religion change through your counselor at any time during your commitment. We respect your right to explore other religions so you may attend any religious program unless there is a security concern.

VOLUNTEER PROGRAMS AND SERVICES

The volunteer coordinator finds volunteers from the community to lead religious programs, teach crafts, serve as tutors, or facilitate other activities. They help make your time at DJJ better. If you have a suggestion for an activity, please give it to the volunteer coordinator.

Taking part in volunteer programs is a special privilege. If your behavior is a problem, you will not be allowed to participate. Remember that these programs are put on by people who volunteer their time to help you. Please be respectful of their efforts. Taking part in these activities is not a resident *right*; they are a resident *privilege* and therefore dependent on behavior.

RESIDENT ADVISORY COMMITTEE

Each facility has a Resident Advisory Committee (RAC). The purpose of the RAC is to bring residents and facility leaders together to talk over problems. This committee meets once a month. The Unit President or Vice-President from each housing unit attends and presents the concerns of the unit. Unit concerns and needs are talked over in each unit's community meetings (discussed in the REACH section of this manual). The meetings are led by the grievance coordinator. Be sure to let your unit representative know if there's something you want to bring before the RAC.

MONEY AND FINANCES

You will receive an allowance from the Commonwealth of Virginia through the Department of Juvenile Justice while you are committed. Each month, \$9.00 will be deposited into your account for your personal use. The business office keeps track of this account for you. Any money still in your account at the time of your release will be sent to you.

You may also earn money by working in the institutional work program. You must apply, meet certain requirements, and be selected for a job. Your counselor will help you with this process if you are interested.

You are NOT allotted to have cash. Money drafted from your account may be used in the following ways:

- Money may be used toward court ordered fines, restitution, and/or child support.
- Money may be used for the cost of REACH incentives (explained in the REACH section of this Handbook).
- Money may be used to pay restitution to the JCC for damaged property.
- Money may be used to purchase stamps.

You may not trade, sell, barter or gamble with your funds or anything you earn as a REACH incentive. Please remember that the allowance provided to you is a privilege and if you misuse it, it can be taken from you.

MAIL

You have the right to send and to receive mail. There are special procedures for the mail to protect the security of the facility and the public. SOP VOL IV-4.1-2.11 lists all the rules about resident mail. Some of the most important points are listed below. If you do not understand these rules, ask a staff member to explain them to you.

- The mail you receive will be opened and checked for contraband and/or other security issues. Although it should not be read word for word, it will be scanned for content and for gang symbols, drawings or signs.
- Your mail should be delivered to you in your housing unit within 24 hours of its arrival to the facility.
- Legal mail should be delivered to you without being opened. While in your presence, a staff member will open the mail and briefly examine its contents for contraband.
- The mail you send may be opened and checked for contraband and/or other security issues.
- You may not send mail or notes to other residents unless the resident is your brother or sister. This correspondence must be approved by the Superintendent.
- You are not allowed to subscribe to magazines.
- You will receive two free stamps per week.
- You may buy stamps with your monthly allowance.
- If you receive pictures in the mail which are inappropriate (nudity, gang related, etc.) they will be confiscated.
- If you have items which need to be sent home, it is your responsibility to inform the unit manager or your counselor. Personal items cannot be stored by the facility.

VISITATION

There are two visitation days for each of the juvenile correctional centers. If the facility has a large number of residents, the visitation is scheduled in two parts. About half of the families visit in the morning and the rest visit in the afternoon.

You and your family must cooperate with the rules for visitation. Visitors may not bring anything into the facility and must follow the dress code. All visitors will be searched before being allowed into the facility. Visiting with your family is a privilege. Your behavior and the behavior of your family determine whether you will be able to have visitation.

Only approved visitors may visit you. Please talk with your probation officer and with your counselor at the correctional center about who is eligible to be on your list. You may ask to have someone added to your list.

The Hearing Officer may suspend or cancel your visitation as a sanction if you are found guilty of an institutional charge. If you are in disciplinary segregation or assigned to the Intensive Behavior Redirection Unit (IBR), visitation is limited to 30 minutes.

GRIEVANCE PROCEDURE

Talking with your juvenile correctional officers, housing unit manager or counselor is the quickest way to fix problems. It is always best to talk with someone if you feel things are not right. If you are not able to fix a problem this way, you may file a request, complaint, grievance or emergency grievance (discussed below).

The Grievance Procedure is the way for you to tell the facility if you feel your rights have been violated or a rule was not followed. You will receive a special class on how to use the Grievance Procedure.

You have the right to file a grievance without fear that someone will try to get back at you. You will not be harmed in any way for filing a grievance. You may use the procedure any time, day or night. Grievances are written on standard forms and you may ask any staff member for help filling it out. The forms are available on your unit at all times.

After the grievance is filled out, place it in one of the locked boxes in the facility. You will be told where the boxes are located during your orientation. The grievance will be looked into by the grievance coordinator.

There is a grievance coordinator at every facility. The grievance coordinator will give you a special class so you will know how to use the grievance procedure. He or she will help you with any concerns or problems you have.

Emergency Grievance

If you have a problem that needs attention *right away* you should file an **EMERGENCY GRIEVANCE**. *Emergency grievances are used only for emergencies.* An example of an emergency might be not getting your proper medication, being very sick or fearing for your safety. *An emergency grievance is used when there is immediate risk to your health, safety or welfare.*

Emergency grievances are written on the regular grievance form. Mark the box that says "Emergency Grievance" **and give it to a staff person in your unit. DO NOT** put it in the grievance box. All staff members know what to do with an emergency grievance. It will be given to the shift commander right away.

RECREATION

You will have recreation approximately three times per week according to your unit's weekly schedule. Recreation may be held in your unit, in the gym, or outside. You will have the opportunity to participate in exercise daily. Your unit manager will choose when these activities will take place. You are required to participate. Use this opportunity to set some goals for your physical fitness and track your progress.

PRISON RAPE ELIMINATION ACT (PREA)

The Prison Rape Elimination Act (PREA) was signed by President Bush in 2003. DJJ is committed to a zero-tolerance policy on sexual abuse and sexual harassment in its facilities. You have the right to be free from sexual abuse and sexual harassment while committed.

The Virginia Department of Juvenile Justice has a zero-tolerance stance on the sexual victimization of residents. Board Policy 05-010, The Prison Rape Elimination Act outlines this policy and prohibits any sexual activity between residents and staff, contractors or volunteers. This policy covers sexual abuse and sexual harassment and makes any staff, contractor or volunteers who engage in such activity subject to disciplinary action and criminal charges as applicable. All staff are required to report any suspicion of sexual misconduct and are subject to disciplinary actions if they do not.

RESIDENTS CANNOT GIVE CONSENT TO HAVE SEXUAL CONTACT WITH STAFF.

Residents may not engage in any behavior of a sexual nature and are subject to disciplinary actions under SOP VOL IV-4.1-1.16 and or criminal charges. DJJ does not allow ANY sexual contact or sexual harassment between residents. Even if the residents involved say the contact was consensual, they will still be subject to a charge through DJJ's disciplinary procedure and/or a criminal charge.

Sexual abuse includes—

- (1) Sexual abuse of a resident by another resident; and
- (2) Sexual abuse of a resident by a staff member, contractor, or volunteer.

PREA has very specific definitions for sexual abuse and sexual harassment. To simplify:

- *Sexual abuse* includes any sexual act committed against a resident's will by any other person---staff member or another resident. Sexual abuse is the intentional touching of a resident's body in a sexual way by another person. Sexual abuse also includes someone asking a resident to flash or expose the private areas of his/her body or asks him/her to engage in sexual intercourse or other sexual behaviors. Sexual abuse involves physical contact.
- *Sexual harassment* includes repeated and unwelcome sexual advances, requests for sexual favors, or verbal comments, gestures, or actions of a derogatory or offensive sexual nature by one person to another. It can be demeaning references to gender, sexually suggestion or derogatory comments about someone's body or clothing, or obscene language or gestures.

Reporting sexual abuse or sexual harassment

Sexual abuse can happen to anyone and is always wrong. You have the right to be free of sexual abuse and sexual harassment and DJJ makes the prevention of sexual abuse and sexual harassment a priority in all its facilities.

You have several ways to report sexual abuse or sexual harassment during the time of your commitment. You may report sexual abuse or sexual harassment by telling a staff member including your unit staff, a counselor, your therapist, a health services staff member, the grievance coordinator or any trusted staff member.

Another way to report sexual abuse or sexual harassment is to use the grievance procedure described in the Grievance Procedure section of this handbook. You may also call the PREA Reporting Line which can be accessed through the resident phone system on your unit by dialing #55 and following the directions for leaving your message.

If what you are reporting is an emergency, such as being the victim of sexual abuse or being threatened with sexual assault, you should report the emergency to a staff member or file an emergency grievance.

You may also ask your counselor to contact the Sexual Violence Program through the Richmond YWCA at 804-643-0888 to make a report of sexual abuse. Your counselor will dial the call for you and will supervise you during the time you are on the phone with the rape crisis counselor. You will be given as much privacy as possible, but you may not be unsupervised while making an outbound call for security reasons. The Sexual Violence crisis line is open 24 hours a day and any report received will be forwarded to agency officials right away.

You may also make a report if you know that another resident has been the victim of sexual abuse or sexual harassment. Use any of the ways already discussed to let DJJ know of any incident of sexual abuse or sexual harassment.

Remember that sexual abuse and sexual harassment is a very serious. DJJ is committed to doing everything possible to keep you safe. **Remember, reporting abuse is not a game.** Anyone making a deliberately false report of sexual abuse may be subject to an institutional charge. DJJ expects all residents to take allegations of sexual abuse and sexual harassment as seriously as it does and to be partners in keeping everyone safe.

Retaliation for making a report

You have the right to report any incident of sexual abuse or sexual harassment. You *may not be retaliated against* for making a report and any allegations of retaliation will be investigated. Steps to ensure your safety may include a change in housing unit or the transfer of the person alleged to have caused you harm.

Department policies and procedures for responding to incidents of sexual abuse or sexual harassment

In keeping with DJJ's zero-tolerance policy for any incident of sexual abuse or sexual harassment, DJJ will respond to and investigate all allegations of sexual abuse and sexual harassment. Any allegation of sexual abuse that is criminal in nature will be referred to the Virginia State Police. Allegations of sexual harassment and allegations of sexual abuse that are determined not to be criminal in nature will be handled by DJJ's Investigative Unit.

Availability of treatment and counseling

If you are the victim of sexual abuse or sexual harassment, treatment and counseling will be available to you. Services will be available from the time you report the incident all the way through the initial examination and treatment of your injuries and throughout the investigation of the incident. Any health services necessary to treat incidents of sexual abuse will be available to you right away and for as long as you are in a DJJ facility. You will be given a pregnancy test or tests for sexually transmitted infections as medically appropriate.

Strategies to prevent sexual abuse

Strategies to prevent sexual abuse and sexual harassment include being able to access the resources provided by DJJ and talking with staff who can help to protect you. Reporting things that make you feel uncomfortable or threaten your safety is the first line of defense. You may not be threatened to engage in any type of sexual activity to ensure your safety. You should tell a staff member if anyone threatens you in any way. Your safety should *never* be dependent on having sexual contact with another person!

You are expected to talk respectfully to each other and to staff members, being mindful that certain topics may make others uncomfortable. DJJ's zero tolerance stance extends to what residents say to each other and to staff, and what staff say to each other and residents. This is true no matter what your sexual orientation is or what anyone else's sexual orientation may be. DJJ will not tolerate the harassment of another person for ANY reason.



RESIDENTS' RULES AND STANDARDS OF CONDUCT

- **RESIDENT RULES AND STANDARDS OF CONDUCT**
- **RESIDENT CREED**
- **FACILITY CODE OF CONDUCT**
- **FACILITY RULES**
- **DINING HALL RULES**
- **SCHOOL CODE OF CONDUCT**
- **SCHOOL RULES**
- **APPEARANCE EXPECTATIONS**
- **GANG ACTIVITY**
- **GRAFFITI**

RESIDENT RULES AND STANDARDS OF CONDUCT

You have lost many personal freedoms and choices because of your behavior in your community. There are still a number of key decisions you *will* have the freedom to make each day. You can decide how you will behave while you are here. You can choose to take an active part in the services provided to you. You can make a promise to yourself to live the rest of your life as a productive member of your community. You can take advantage of the training and educational opportunities offered to you and build a better life for yourself.

Just as your home community has rules, so do the JCCs. Rules and standards of conduct are the same in all the facilities. Your success in following the rules will be reported to your probation/parole officers and to the court in your home community. Learning to follow the rules here will help you learn to follow the rules when you go home.

The next pages include Codes of Conduct for the facility and the school. Also included are rules for the facility, the dining hall, the school, and your housing unit.

The following *Resident's Creed* is offered to help you manage your behavior.

RESIDENT'S CREED

I will be responsible for my behavior and personal appearance at all times.

I will respect my fellow residents, staff, and myself at all times.

I will not lie, cheat, or steal, nor will I condone the behavior of those who do.

I will work hard to improve my mind and strengthen my body.

I will commit myself to being prepared so that I may always do my best.

I will solve problems in a mature positive manner and will never fight if I can walk away.

I will present a positive example for others and help them to be successful.

I will report all violations of rules or threats to safety of staff or fellow residents.

FACILITY CODE OF CONDUCT

1. I will commit no behavior that would constitute an offense against the JCC, property or person and will follow applicable state and federal regulations and laws.
2. I will present a neat, clean appearance at all times, following clothing compliance standards of dress and grooming.
3. I will maintain behavior that promotes a positive atmosphere of learning and accomplishment of the task at hand.
4. I will follow the directions of staff at all times and show respect and acceptance for both staff and peers.
5. I will be responsible for learning and completing assigned tasks.
6. I will address all staff and visitors with "Yes, Sir," "No, Sir," "Yes, Ma'am," or "No, Ma'am."
7. I will always ask permission to speak or to be excused when in the presence of any staff member.
8. I will follow all posted "area specific", campus and school rules.

FACILITY RULES

1. When in groups of three or more, residents will conduct all movement in a controlled manner as directed by staff.
2. Residents will enter and exit all buildings in single file and will remain standing quietly until given directions by supervisory staff.
3. Residents will refrain from shouting, whistling, or talking out of doorways and windows, and during individual or group movement.
4. Residents will use designated pathways and sidewalks except when otherwise directed by supervisory staff.
5. Residents will follow the posted daily schedule.
6. Residents will submit, without questions, to searches of housing units, common areas, belongings, and persons at any time.
7. Residents will refrain from using obscene or abusive language, making inappropriate loud noises or threatening gestures.
8. Residents are not permitted to possess or use tobacco or any tobacco-related substance.
9. Residents will refrain from "horseplay" behavior at any time.
10. Residents will refrain from displaying any gang signs or symbols, or participating in any gang activity.

DINING HALL RULES

1. Residents will conduct themselves in an orderly and respectful manner when going through the serving lines and returning their utensils and trays.
2. Residents will refrain from talking while in the dining hall.
3. Residents are only permitted to partake of the food they have been served. Exchanging food between residents is prohibited.
4. All food served in the dining hall must be consumed in the dining hall.
5. Residents are to remove any hats or caps while inside the dining hall.
6. Committing an institutional offense while in the dining hall may be considered a threat to institutional security.
7. Residents are to remain seated unless given permission.
8. Any problems with food service should be addressed to your unit security staff in a calm and quiet manner.

SCHOOL CODE OF CONDUCT

1. I will comply with all school rules and applicable state and federal regulations and laws.
2. I will maintain an atmosphere in which learning can occur and present no disruption to the mission, process, or function of the school.
3. I will be responsible for learning and for completing class assignments.
4. I will contribute to a positive school climate based upon showing respect and tolerance for both staff and students.
5. I will comply with all Campus Codes of Conduct and Campus Rules.

SCHOOL RULES

1. Students will be afforded the opportunity to observe the Pledge of Allegiance and the Moment of Silence.
2. Students will sit quietly until given classroom instructions.
3. Students will follow the instructions of school staff.
4. Students will not talk or get out of their seats unless given permission from school staff.
5. Students will address questions to school staff only.
6. Students will work quietly on their assignments and will refrain from making disruptive noises.
7. Students will take assignments seriously and complete them neatly, to the best of their ability.
8. Students will use materials and equipment as instructed and return them to school staff at the end of the class period.
9. Students will not sleep in class.
10. Stealing, contraband, destruction of property or any violation of the Codes of Conduct will result in disciplinary action.
11. Any use of abusive language, profanity, or cursing will result in disciplinary action.
12. Students will follow all posted classroom-specific rules.

RESIDENT APPEARANCE

Clothing

You are expected to dress appropriately while you are committed. Having good personal hygiene and dressing appropriately are important parts of getting ready to return to your community. They are important when you apply for a job, attend school, and take part in other community activities.

Polo shirts must be worn tucked inside the pants and free of any markings at all times. During the winter, the shirt collar shall fit neatly over the top of the sweat shirt. Pants must be worn at navel level and ***should not hang below the waist at any time***. All clothing must be clean, fit properly (not baggy) and be in good condition at all times. Clothing must be kept buttoned, zipped, or snapped as required at all times.

Clothing should be maintained in good condition. If your clothing becomes damaged or needs to be replaced, please let your unit manager know.

You will be issued the following clothing items when you arrive at the facility where you will serve your commitment. Clothing shall be issued as follows:

Spring/Summer

Dates for wearing Spring/Summer clothing are from May 15th to September 14th. During the period from April 15th to May 14th, residents may wear either the spring/summer or fall/winter clothing depending on weather.

Polo Short Sleeve Shirts
Appropriate Pants w/ elastic waistband
White Socks
Black Tennis Shoes

Fall/Winter

The dates for wearing winter clothing are from September 15th to May 14th. During the period from September 15th to October 14th, residents may wear either fall/winter or spring/summer clothing depending on weather.

Polo Short Sleeve Shirts	Black Tennis Shoes
Long Sleeve White Body Shirts	Winter Coat (as needed)
Appropriate Pants w/elastic waist band	Gloves (as needed)
Grey Pull-over Sweatshirt	Knit Cap (as needed)
White Socks	

Maternity Clothing

Pregnant female residents shall receive white maternity tops and black maternity pants. They shall wear the standard white socks and tennis shoes except in cases of medical restrictions.

Clothing Identification Marking Guidelines

Your clothing will be marked with a laundry marker or some other permanent marking. **No other markings should be made on your clothes.** You may not put any nicknames on your clothing. Be aware that you may only wear your own clothes. Wearing another resident's clothes may result in not earning REACH credits or an institutional charge (discussed later in this handbook).

Hair

You will be given regular haircuts during your commitment. It should be kept in a neat and clean manner at all times. No lines or designs may be cut into the hair or scalp. No dyes, tints, bleaching or coloring of hair is permitted. If you are in need of a haircut, the request should be given to the Unit Manager so it can be scheduled.

Males:

- Your hair may not be longer than ½ inch while you are on Bronze Phase (“Phase System is explained in the REACH section of this handbook), and no longer than 1 inch while on other phases.
- Your hair may not touch your ears or your collar.
- Your sideburns will be cut neatly along with your hair.
- No facial hair is allowed unless medically approved. If approved, it can be no longer than ¼ inch and neat.
- Wigs and hairpieces are only allowed for medical reasons.

Females:

- Hair should be neatly worn, not messy or extreme.
- Wigs or hairpieces are only allowed for medical reasons.
- You may use plain hair clips/bands to hold your hair.

Fingernails

You must keep your fingernails clean and neatly trimmed so they are not a hazard. Your fingernails may not be longer than the end of your fingers. Fingernail polish is not allowed.

For male residents, your fingernails may not be visible beyond the ends of your fingers with your palm facing you and should be rounded when cut

For female residents, when examining fingernails facing the palms, your nails may not protrude more than 1/8 inch beyond the end of the fingers. The nails should be rounded when cut.

Jewelry

You may wear jewelry (wristwatch) when it is offered as a Tangible Reinforcer in the Gold and higher phases in REACH. You may also wear jewelry if you are married or have a special medical condition.

Eye Wear

You may wear eyeglasses if they are prescribed by the eye doctor. The eyeglasses cannot be faddish nor have lenses or frames with initials or other adornments. Lenses must be in proportion to the size of the head and face. You may only wear contact lenses with medical protocol. Eyeglasses are provided by the Department.

Cosmetics

You may not wear make-up or cosmetics of any type.

GANG ACTIVITY

The Department has taken a **ZERO TOLERANCE** position on gang membership and/or gang activity of any type. Any participation will have facility and community consequences.

GRAFFITI

The Department has taken a **ZERO TOLERANCE** position on graffiti. Your room will be inspected before you occupy it. You will be charged with the cost of replacing any items you deface and with the charge of painting if the walls are defaced.



DISCIPLINARY PROCEDURES

- **INSTITUTIONAL CHARGES**
- **HEARINGS**
- **DUE PROCESS**
- **MODERATE OFFENSES AND SANCTIONS**
- **MAJOR OFFENSES AND SANCTIONS**
- **INTENSIVE BEHAVIOR REDIRECTION**

DISCIPLINARY PROCEDURES

The rules and expectations for resident behavior described in the prior section are very important. Following the rules and learning to manage your behavior will increase your chance for success when you leave. Also, just like there are negative consequences for breaking laws at home, there are negative consequences for breaking rules while you are committed. Some of these consequences could extend your length of stay.

In 2007, the Department of Juvenile Justice began a behavior management program called REACH. It is described more fully in the next section of this Resident Handbook. As a “behavior management program”, REACH’s job is to help manage behavior. REACH does this by focusing on your good behavior. Having your good behavior rewarded helps reinforce that behavior.

The REACH program focuses on good behavior. *That doesn’t mean that bad behaviors will be tolerated.* This section of the Resident Handbook lists the types of behavior that will result in an institutional charge. If the behavior is serious enough, you may get an additional charge from the court system. This section will also explain what happens when charges occur, how those charges are handled, what happens during a hearing, and your right to due process.

Please note that rules posted in the juvenile correctional centers and the rules contained in this handbook should be followed all the time. You should not need a staff member to remind you of them. Knowing the rules and following them is your responsibility. *If a rule is posted at the facility or explained in this handbook, it is the same as being prompted by a staff member.*

INSTITUTIONAL CHARGES

If a staff member sees you break a rule or suspects that you have broken a rule, he/she will fill out a Discipline Report (DR) and notify the shift commander. The shift commander will decide if the DR will become a charge. Sometimes another consequence will be given.

If you are out of control or the shift commander thinks you are a risk to yourself or others you may be placed in pre-hearing detention. The shift commander may give you up to four hours of pre-hearing detention. If you continue to be out of control your time in pre-hearing detention may be extended for up to 24 hours.

The shift commander will determine if a charge will be written. He/she will base this decision on the behavior reported on the DR and the evidence. If he/she determines that the behavior deserves a charge, the charge section of the DR will be read to you. You will be asked if you want to plead guilty or not guilty. If you plead guilty, you give up your right to a hearing and your right to appeal. You will sign the discipline report, admitting your guilt, waiving your right to a hearing, and acknowledging acceptance of the sanctions.

If you request a hearing for your charge, you will be read the charge and offense section of the hearing form at least 24 hours before your hearing. You may give up your right to wait 24 hours, but you must sign the form. A copy of the discipline report will be given to you. If you would like witnesses involved in your hearing, it is helpful to have them complete witness statement forms to be given to the hearing officer at the hearing.

Hearings are scheduled within 48 hours and heard no later than seven working days after the hearing officer receives the report. **If you are in pre-hearing detention** the hearing is conducted within 24 hours. If the hearing can't be held within 24 hours, you will be released from pre-hearing detention until the hearing is held. Under special circumstances, the Superintendent can approve a longer stay in pre-hearing detention. **Weekends and holidays do not count in these time frames.**

HEARINGS

You will be present throughout your hearing unless your behavior is out of control, you waived your right to attend, or another resident's testimony must be given in confidence in order to protect his/her identity. You are expected to sit where you are told and to remain seated throughout your hearing. If you get out of your seat before being excused, your hearing will end at that point and the outcome will be decided based on what has been presented up to that point. Please respect the hearing officer and the hearings process. There will be no cursing or abusive language or inappropriate behavior during your hearing. If your behavior is inappropriate at any time during the hearing, the hearing officer may have you removed from the hearing and complete the process without you.

After all testimony and questioning, the hearing officer will make a decision based on the evidence. If you are found guilty, the hearing officer will decide what sanction or sanctions you receive. You will be read the review and appeal section of the discipline report, and you will be required to sign the form. A copy of the form will be provided to you.

Your hearing may be continued five additional days after the date it is scheduled if you or the staff is not available, or if the hearing officer's investigation has not been completed. In most cases you will receive your hearing on the next working day of the person who wrote the DR. This is usually within a few days. Use this time to prepare for your hearing (obtain witness statements).

APPEALS

All charges are automatically reviewed by administrative staff. You may appeal the decision of the hearing officer only if you feel that the discipline procedure (VOL IV-4.1-1.16, posted in your housing unit) was not followed or if you have new evidence. The appeal must be filed within 24 hours of the hearing.

If you want to appeal, the best time to fill out the appeal is at the end of your hearing when you are asked to sign the form. Inform the hearing officer that you want to appeal and complete the appeal section of the discipline report. Explain what part of the process you are appealing. You may ask for help if you need it.

If you decide later that you want to appeal you may fill out the appeal section and give the form to a JCO to deliver to the hearing officer. Remember that the appeal must be filed with 24 hours of the hearing. You will receive a verbal response within 24 hours and a written response within three days. Again, weekends and holidays do not count in these time frames.

Decisions of administrative staff hearing appeals are final. Sanctions originally assigned as the result of a charge will remain in effect unless changed at the hearing or upon appeal.

DUE PROCESS

“Due process” is a phrase used to describe the rights you have when you are accused of committing a moderate or major offense. It ensures that the procedures are used correctly and you receive a fair and unbiased hearing. SOP VOL IV-4.1-1.16 entitled “Resident Discipline” is posted in the housing unit for your review. Due process rights only apply when you receive an institutional charge.

You may file a grievance if you feel your due process rights were not afforded to you. Your grievance applies only to your due process rights, NOT the finding of guilty or not-guilty.

INTENSIVE BEHAVIOR REDIRECTION (IBR)

The safety and security of the facility is one of the most important goals for DJJ. Your safety, along with the safety of all DJJ's residents and staff, is one of our top priorities. Your behavior plays an important role in the overall safety of the facility. The prior sections have explained the rules and the consequences for breaking them. Breaking the rules and putting the safety of the facility at risk. Some residents have more problems controlling their behavior than others, and the Intensive Behavior Redirection Unit (IBR) was designed to help these residents.

If you are found by your treatment team and staff working with you to have significant problems with your behavior, you may be placed in an Intensive Behavior Redirection (IBR) unit where you will have an opportunity to receive skill building, training, treatment, education, and behavior modification to help you get along in the general population.

Reasons you may need to be separated from the general population include:

1. If you are a threat to others,
2. If you have demonstrated chronic behavioral problems for which separation from the general population for remediation is the least restrictive alternative, or
3. If you have engaged in violent or aggressive behavior and are a security risk.

Placement in IBR is not designed to be a disciplinary measure. It is designed to give you the opportunity for more intensive services to help you resolve the problems you're having in the general population. The goal will be for you to learn the skills necessary to do well when you return to general population.

The IBR program is very structured. You will have a specific behavioral management program designed to promote pro-social behaviors. It will focus on helping you learn the skills and self-control necessary to be successful in general population. Do your best to follow the guidelines and address the issues which led to your placement. You will have strong staff support as you make progress.

MODERATE AND MAJOR OFFENSES

Moderate Offenses

1. Verbal threats
2. Physical gestures
3. Nuisance contact
4. Verbal abuse/offensive language
5. Throwing objects
6. Stealing/possession of stolen property
7. Vandalism (less than \$100.00)
8. Possession of non-security contraband
9. Tattooing (non STG) or piercing
10. Failure to comply with staff instructions
11. Knowingly making a false statement
12. Aiding and abetting (in the commission of a moderate charge)

Sanctions for Moderate Offenses

1. Program restriction – Loss of eligible privileges for a set number of days, not to exceed five.
2. Facility confinement – A set number of days, no more than thirty (30), of confinement to the facility. Resident may only leave facility for authorized legal, emergency or medical needs.
3. Disciplinary segregation – No more than 24 hours of disciplinary segregation.
4. Restitution – Restitution drawn from the resident's per diem account.
5. Fine of 100 accumulated REACH points.
6. Loss of one (1) week of REACH incentive room.
7. Loss of up to one (1) week of visitation.
8. Extra chores, limited to a four (4) hour period for up to five (5) days.
9. Up to five (5) day loss of work duty privileges.
10. Up to five (5) days of early bed time (no earlier than 8:00pm).
11. Writing assignments (submitted to counselor).

Major Offenses

1. Escape/AWOL (Absent With Out Leave)
2. Sexual abuse
3. Security contraband – Use or possession of any item that threatens the security of the institution, including but not limited to:
 - a. Any weapon or sharpened object (homemade or manufactured);
 - b. Cell phone;
 - c. Illegal or controlled substances;
 - d. Explosives or explosive substances;
 - e. Cash and/or coins equal to or greater than \$10; or
 - f. Escape plans, maps, and/or provisions.
3. Attempted escape
 - a. Manipulation or disabling of locking mechanism to gain unapproved exit;
 - b. Tampering with or incapacitating any physical plant security equipment; or
 - c. Any physical attempt to breach the secure perimeter.
4. Attempted assault on staff
5. Attempted assault on resident
6. Assault on staff
7. Assault on resident
8. Fighting
9. Threat to institutional security
 - a. Interference with staff that could result in loss of control of residents or escalates a dangerous situation already in progress;
 - b. Using objects or weapons in a fight that could result in loss of control of residents; or
 - c. Fighting that results in a level one (1) or two (2) injury.
10. Attempt to circumvent institutional security
 - a. Substantiated verbal or written plan to escape;
 - b. Tampering with or incapacitation of security equipment of the physical plant. To include but not limited to flooding rooms, clogging toilets, turning off lights, covering up windows or cameras, etc.;
 - c. Wearing or hiding a change of clothing;
 - d. Possession of weapons or tools or devices or other objects that could be used as a weapon or tool; or
 - e. Concealment of self from staff, to include being in an unauthorized location.
11. Lying in an official investigation or falsely accusing another
12. Gang-related behavior or activity
13. Vandalism (greater than \$100.00)
14. Sexual misconduct – to include but not limited to:
 - a. Public masturbation;
 - b. Mutual masturbation;
 - c. Fellatio;
 - d. Sodomy;
 - e. Indecent exposure;
 - f. Sexual intercourse;
 - g. Deliberate indecent exposure directed at staff; and

- h. Verbal/non-verbal sexual acts directed toward staff/peers.
- 13. Aiding and abetting in the commission of a Major Offense:

Sanctions for Major Offenses

1. Disciplinary segregation – Up to five (5) days in disciplinary segregation.
2. Facility confinement – A set number of days (from 30 to the remainder of commitment) of confinement to the facility. Resident may only leave facility for authorized legal, emergency, or medical needs.
3. Restitution – Restitution drawn from the resident's per diem account.
4. Program restriction – Loss of eligible privileges associated with the behavior management program for a period of seven (7) to ten (10) days.
5. Loss of visitation - Loss of up to four (4) Sunday visitations.
6. Fine of 200 accumulated REACH points.
7. Loss of up to two (2) weeks of REACH incentive room.
8. Extra chores, limited to a four (4) hour period for up to ten (10) days.
9. Up to ten (10) day loss of work duty privileges.
10. Up to ten (10) days of early bed time (no earlier than 8:00pm).
11. Writing assignments (submitted to counselor).

In addition to imposed sanctions, various major offenses make a resident ineligible for the Director's Early Release Incentive program.



REACH

Responsibility
Empowerment
Achievement
Change
Hope

- **INTRODUCTION TO REACH**
- **REACH COMMUNITY**
- **REACH COMMUNITY LEADERSHIP**
- **COMMUNITY MEETINGS**
- **PHASE SYSTEM**
- **CREDIT CARDS**
- **REINFORCEMENT/INCENTIVE SYSTEM**
- **REACH in ASU/SHU PLACEMENTS**
- **DE-ESCALATION PROTOCOL**

INTRODUCTION TO THE REACH PROGRAM

REACH is the behavior management program in place in all juvenile correctional centers and RDC (except Oak Ridge Program). REACH provides the structure for the community inside the facility and for your behavior while you are incarcerated. REACH focuses on your positive efforts and awards credits based on them. Just as a computer needs an operating system, REACH is the operating system of the JCCs and RDC.

Why REACH?



The REACH Program will encourage you to accept **responsibility** for your own behavior.

Accepting responsibility leads to **empowerment**....if you can accept responsibility for what happened, you can begin to take responsibility for making things different.

Feeling empowered leads to feelings of **achievement** when you see the changes you are able to make in your own life. The program will give you opportunities to feel this achievement every day.

As positive feelings about achievements become part of what you feel every day, you'll be able to make these **changes** permanent in your life....

...and permanent changes will bring **hope** for a better future....a future as a productive member of society.

THE REACH COMMUNITY

A community plays an important role in structuring the day to day life of the people who live there. The community sets rules that help everyone in the community to live safely. It encourages people to follow the rules by giving consequences to people who break them. The community gives its people a sense of belonging and all the good feelings that come from being part of something. Your family is your first community, then the neighborhood and school and the town where you live. A healthy community is one where people are working together for the benefit of all.

REACH helps create a community within the JCC. That community is broken up into smaller communities called housing units and each resident is part of this community. Your REACH community will have expectations of all of its members, and its common goal is for all residents to return to their home communities as productive citizens.

REACH will focus on your positive behaviors and help you see their importance to your future. REACH will help you see how valuable you are to your community. It will help you see how the success of your fellow residents makes your community better, too.

The following sections will explain how the REACH community works including daily schedules, resident leadership positions, and community meetings. They will also explain the Phase System, the Credit system and incentives.



Daily Schedule

Each housing unit will have its own daily schedule. This schedule will include the times for your meals, recreation, free time and the evening meetings. This schedule is posted in your housing unit for your review.

REACH COMMUNITY LEADERSHIP—Resident Community Structure Board

All communities have leaders. In the REACH community, those leaders are part of the REACH Community Structure Board.

Facility Leadership

Each facility has a Resident Community Structure Board with a Senior President and a Senior Vice-President who represent the entire facility. These positions are very important and represent the concerns of all residents to the administration of the facility. The Treatment Team recommends candidates for these positions. The Superintendent makes the final selection from the candidates presented by the Treatment Team.

Senior President

- This position is the highest privilege. It is an appointed position and serves under the direction of the JCC Superintendent.
- The resident holding this position serves for no more than 90 days.
- This resident serves as the Senior President during large gatherings, special ceremonies, and reviews by visiting dignitaries and guests.
- While serving as Senior President, a resident may also hold a unit leadership position for which he/she is eligible.
- The position shall also represent the residents at all Institution Program Committee (IPC) meetings and all Resident Advisory Committee (RAC) meetings.
- There is only one Senior President for each JCC.
- Residents must meet the following requirements to be eligible to be Senior President:
 - Diamond Phase.
 - No major offense within the previous 90 days.
 - No moderate offense within the last 60 days.
 - 95% average daily credits.
 - Completion or active involvement in treatment program(s).
 - Positive member of the JCC community.
 - Recommendation of treatment team.
 - Recommended and approved by his/her peers in RAC.
 - Approved by the ICRC.
 - Approved by the JCC Superintendent.

Senior Vice-President

- This position is the second highest privilege. It is also an appointed position serving under the direction of the JCC Superintendent.
- This position is an elected position for a period of no more than 90 days.
- This position serves with the Senior President during large gatherings, special ceremonies, and reviews by visiting dignitaries and guests.
- This position shall also represent the residents at IPC meetings, when requested, and all RAC meetings.

- While serving as Senior Vice-President, a resident may also hold a unit leadership position for which he/she is eligible.
- There is only one Senior Vice-President for each JCC.
- Residents must meet the following requirements to be eligible to be Senior Vice-President:
 - Diamond Phase in the Program.
 - No major offense within the previous 90 days.
 - No moderate offense within the last 60 days.
 - 95% average daily credits.
 - Completion or active involvement in treatment program(s).
 - Positive member of the community.
 - Recommendation of treatment team.
 - Recommended and approved by his/her peers in RAC.
 - Approved by the ICRC.
 - Approved by the JCC Superintendent.

Unit Leadership

In addition to the facility's Senior President and the Senior Vice-President, each housing unit community has its own leadership positions. The Housing Unit Manager (HUM) and the Treatment Team select residents for the housing unit structure board.

Every housing unit should post its structure board where it can be easily viewed by residents, staff and visitors to the unit. The structure board must include facility leadership positions in addition to the unit's leadership positions.

Residents serve in their positions for no more than 60 days. Residents are expected to maintain behavior expected of community leaders. Residents may be suspended for inappropriate behavior; suspensions are reviewed by the Treatment team and ICRC.

Housing unit positions include:

- Unit President
- Unit Vice-President
- Unit Recorder

There are also Resident Team Leadership positions in each housing unit. These include:

- Facilitator
- Education Team Leader
- Information
- Creative Energy
- Service Team Leader
- Recreation Team Leader

Job descriptions for each of these positions can be found in the Master Resident Manual of each housing unit.

COMMUNITY MEETINGS

The REACH Program relies on regular meetings to keep the community focused on its goals. Each housing unit holds one meeting each day in the afternoon/early evening. In addition, there is a brief affirmation before the unit leaves the building in the morning. They are explained in more detail in the following pages.

Two of the most important parts of successful community meetings are the participation of its members (you and the rest of the residents in the housing unit) and having a structure for the meeting that keeps everyone focused on the goals of the community. The Unit President in your housing unit will lead the evening meeting and everyone is expected to follow the community meeting rules which follow.

Community Meeting Rules

1. Use only personal pronouns when speaking (I, me, my, mine).
2. If you want to talk, raise your hand and get permission.
3. Listen carefully to everyone who speaks.
4. Remember to show respect to each person.
5. The past is important, but let's focus on TODAY.
6. Maintain confidentiality. What is said in the group stays in the group.
7. No pointing or name-calling.
8. No telling others how they think or feel. Let them talk for themselves.
9. Do not talk about anyone who is not at the meeting. Save it for another group.
10. Let everyone speak. Do not try to rule the conversation.
11. No ganging up on one person.
12. Do not leave group without the permission of staff.
13. Do not have anything in your hands that will distract others.
14. When being confronted, sit up straight, hands on your knees, and make eye contact with the person speaking. What they have to say may just help you.
15. Confront others appropriately. We are here to solve problems, not start them.
16. If you become sleepy during a group activity, you may ask permission to stand briefly.

General Meeting Procedures

- The Unit Facilitator runs the meeting. The Housing Unit Manager and Counselor provide information, guidance, and re-direction as needed.
- Community Meetings take priority. There should be no interruptions from outside of the unit.
- Active and appropriate participation in Community Meetings is included in the credit system. Recognition certificates from the Superintendent, letters to Parole Officers and family, and letters to the judiciary regarding Major and Serious Offenders may be used to recognize good meeting participation and effort.
- Meetings should take place at the scheduled times without regular deviations.

The Morning Affirmation

The purpose of the Morning Affirmation is to begin the day positively with a focus on the goals for the day. *All residents participate in the affirmation.* One resident will read the affirmation and each resident in the unit will have an opportunity to do the reading.

A selection of affirmations is included in the Master Resident Manual of each housing unit.

The Community Meeting

The purpose of the community meeting is for the community to talk over the events of the day and offer support to each other. Residents share Teachable Moment Experiences or Personal Growth Experiences (explained below). You may bring up any part of your day to talk over with your fellow residents. Staff members make general announcements and talk about any changes to the Resident Structure Board. This meeting is important because working through things together helps you learn to support each other as part of the same community.

In addition to talking over the events of each day, the evening meeting should be used to prepare for the monthly Resident Advisory Committee (RAC) meeting. The Unit President or Vice President attends the RAC as the unit's representative. Topics to present should be discussed in the evening meeting before each RAC so the Unit President can talk about the concerns of the unit during the meeting. Minutes of each RAC are distributed to Housing Unit Managers so that the details of the meetings can be shared with the unit.

If no residents share any experiences from the day staff members will proceed with a structured personal growth activity for the group. All residents are expected to participate.

This activity takes place on a daily basis and is usually the last community activity of the day. All residents and the staff on duty take part in this meeting.

An example of an Evening Community meeting is included in the Master Resident Manual on each housing unit.

Examples of Issues to be Presented and Addressed

- Review meeting rules at the beginning of each meeting.
- New members (staff and residents) introduce themselves.
- General announcements (changes in rules, new procedures, etc.).
- Recognition of member accomplishments, such as promotions (individual and group).
- Review of clothing standards and the degree of unit compliance.
- Review of unit cleanliness, performance of chores, and the degree of unit compliance.
- General review of behavior and unit issues---Teachable Moments and Personal Growth Experiences.
- Any updates to the Resident Manual.
- Review of credit averages for the week and its impact on activities.
- Activity planning.
- Items to be presented at the next Resident Advisory Community (RAC) Meeting will be discussed and the outcomes of any recent RAC Meetings.
- Each Unit Member is encouraged to set a weekly personal behavioral goal (e.g. no disciplinary offenses, improved point average, and so forth) for the upcoming week and report on his or her success with achieving his/her goal from the previous week. The group will assist individuals with identifying areas of attention.
- On a monthly basis, each unit as a group will set unit goals for the upcoming month and suggest/request rewards for successful achievement.
- When time permits, the community meeting may be extended to allow for an activity of interest. For example, a guest speaker may be invited to speak, or a particular piece of music may be performed or played.

Teachable Moment Experiences

A “Teachable Moment Experience” is something that happens during the course of your day that has either a positive or a negative impact on you. A staff member or teacher who observes a behavior or situation may make comments on your credit card during the course of the day describing a behavior. During the evening community meeting comments made on all residents’ cards are reviewed and discussed. By discussing the comments and the situations which led to them, the group has the opportunity to learn from each others’ “teachable moments”. Talking over teachable moments helps you see how each of your individual actions impacts the entire group and community, the same way positive or negative behaviors in your community at home impacts everyone.

Personal Growth Experiences

Personal growth experiences (PGEs) are assignments given to you by case management staff, treatment staff, or the HUM. They are used to help you to learn to manage your behavior by reflecting on your motivations, feeling the consequences of your behavior, and considering other ways you may have handled the same situation or one like it. These assignments are an important part of learning to change behavior and will be part of what you need to do to be promoted in the REACH program.

PHASE SYSTEM

The REACH Program is designed to focus on your good behaviors. It will help you replace your bad behavior and reactions with ones that are healthier. Changes like this don't happen overnight. The REACH Program marks your progress in "phases" with each phase having its own tasks and set of rewards. When you accomplish all the steps in one phase you will be promoted to the next phase.

You will meet with your Classification and Treatment Services Team (CTST) members at the beginning of each phase. Each phase has a Phase Promotion Checklist. You will go over the steps and the expectations on the Checklist with your CTST. They will make sure you understand what is expected of you and what you need to do to be promoted to the next phase.

Each task on the Checklist will have the name of a staff member beside it. When you finish working on a task, you will ask that staff member to sign off on it for you. You are responsible for getting the staff members to review what you've done and sign your checklist.

When the Checklist is completed it will be reviewed by the CTST. The CTST will then recommend to the ICRC that you be promoted to the next phase. Work closely with your counselor and therapist during each of your phases. You will have treatment goals they can help you accomplish.

In addition to the steps in each phase, you will need to earn a certain number of credits each day to be promoted. Credits are earned each day for very specific behaviors like following staff instructions, being clean and neat in your appearance, speaking respectfully, etc. Credits are recorded on a special credit card and added up each day. The Credit System will be explained fully in the next section.

The REACH Program has five phases. The five phases are Bronze Phase, Silver Phase, Gold Phase, Platinum Phase and Diamond Phase. A brief description of the phases and steps for promotion follows.

Phase promotion checklists for each phase are included in the Master Resident Manual.

REACH Phases

Bronze Phase

- You are on the bronze phase at RDC, and you may still be on bronze phase when you transfer to a JCC depending on your behavior and your length of stay at RDC. While on this phase you will receive the minimum privileges.

Silver Phase

You will be promoted to this level when:

- You have been on Bronze level for at least 4 weeks.
- You have earned at least 75% of your credits for the last 4 weeks.
- You have completed the promotion checklist.
- Your Treatment Team looks at your performance and thinks you have achieved your level.

Gold Phase

You will be promoted to this level when:

- You have been on Silver level for at least 6 weeks.
- You have earned at least 85% of your credits for the last 4 weeks.
- You have completed the Silver Promotion Checklist.
- Your Treatment Team looks at your performance and thinks you have achieved your level.

Platinum

You will be promoted to this level when:

- You have been on Gold level for at least six weeks.
- You have earned at least 90% of your credits for the last 4 weeks.
- You have completed the Gold Promotion Checklist.
- Your Treatment Team looks at your performance and thinks you have achieved your level.

Diamond

You will be promoted to this level when:

- You have been on Platinum level for at least six weeks.
- You have earned at least 95% of your credits for the last 4 weeks.
- You have completed the Platinum Promotion Checklist.
- Your Treatment Team looks at your performance and thinks you have achieved your level.

Maintaining Status and Phase Demotion

Diamond Phase Resident – to maintain status

- You will be reviewed by the Treatment Team at four week intervals
- You continue to earn a minimum of 95% of the total available Credits
- You continue work on the Diamond Maintenance Checklist

There may be times when the timeframes above are not met. CTST may retain you in your current phase if you have not met certain program tasks or behaved as you should. You will meet with the CTST to get back on track and will follow their instructions. Sometimes this involves being in a behavior contract or asking for help from another resident who can help you meet the goals CTST set for you.

Phase Demotion

Your work in each phase doesn't end with your promotion to the next phase. You must continue to do well and keep your credits up. There may be times when you lapse into some of your old behaviors or even get an institutional charge. These things may result in being demoted from your current phase back to one of the phases you've finished. You will need to complete the work in that phase over again if you are demoted.

You may be demoted for the following reasons:

- If you fail to get the percentage of credits you need to get in your Program Phase for two weeks in a row.
- If you fail to follow the program expectations listed in each phase. If you do not try to complete or keep up your phase requirements for two weeks in a row you could be demoted. You will lose the privileges you earned in the phase but will not have to repeat the tasks. You will be counseled by your treatment staff and given two weeks to get back on task. If you're able to meet the phase expectations you will be referred to the ICRC for a case review and possible return to your former phase.
- If you earn a Major Institutional Offense you will be demoted by one phase immediately. You may be referred to ICRC for additional demotion. The CTST will put together a plan for you so you can return to your phase. The plan will include treatment and behavior expectations. The demotions will be effective right after the CTST/ICRC decision. Having your lost phase given back will happen after four weeks.

CREDIT SYSTEM

The Credit System is a very important part of the REACH Program. It is a way for you to get feedback on your behavior every day. It is a way for you to begin to connect positive behavior with positive rewards because the credits you earn can be used like money to get something you want.

You will be given a Credit Card each day. The Credit Card is used to record daily behavior. The focus is on positive behavior, so it is your job to earn the credits in each category. It is your responsibility to keep up with your credit card. If a staff member or teacher asks for your card, please hand it to him/her. The following areas will be evaluated each day:

- Whether you are following staff directions
- Your appearance
- Whether you are being verbally appropriate
- Your personal interaction/socially appropriate behavior
- Whether you are on task

You have the opportunity to earn credits in each of these areas four times during the day. There are five behaviors and four times a day, so you may earn as many as 20 credits each day. The Credit System is to help you keep watch over your behavior. It is to help reinforce your good behavior.

At the end of each of the time frames, the staff member or teacher who is with you will mark your Credit Card by either giving you credit for that behavior during that time or marking a “0” for no credit earned. If you receive a “0”, the staff member or teacher should write a comment on the back of the card letting you know why you did not earn the credit. Remember that if you don’t earn a credit during one part of the day, you can still correct your behavior and earn a credit for that behavior later in the day.

The credits you earn become part of the reinforcement and reward system which will be explained in the next section. Earning credits is like having a job and earning money in the community. When you have a job, your paycheck is the reward for your hard work. You can use the money you earn to buy things you need first, and save up for things you want with any money left over. The REACH program uses credits like a job uses a paycheck. You will be able to “spend” your credits on various things and activities. These will help “reward” your good behavior.

The Credit System and Behavior Management

The Credit System is used during the evening community meetings to help all residents review their progress during the day. Credit cards are gathered before the evening meeting and the Unit Manager or Counselor may want to go over the cards as a group. Comments written on the cards are discussed during the evening meeting. Your peers may be able to help you if you are having a hard time in one of the areas.

The Credit System and Intensive Behavioral Redirection Unit (IBR), Special Housing Unit (SHU)

You may not earn credits while in IBR or while serving disciplinary segregation time because of a sanction. Your status in the REACH program will be “frozen” at the phase you achieved before placement in IBR/SHU, including any drop in phase due to an institutional charge. **YOU WILL BE EXPECTED TO CONTINUE TO MAINTAIN YOUR BEHAVIOR**--you will just not earn credits for it. Be careful not to place yourself in the position of not earning credits.

When you return to a regular housing unit you will be returned to the phase you had achieved before going to IBR/SHU minus any drop in phase because of an institutional charge. You will then be able to earn credits again.

The Credit System and Temporary Placements

You are only able to earn credits for days you actually live at the JCC or another temporary housing assignment like the Central Infirmary. If you are taken to court for trial, you will not earn credits for the days you are away. If you are taken to a medical appointment for the day and are supervised by DJJ staff, you will be able to earn credits for that time

The Reinforcement and Reward System is explained in the next section, and the Credit System plays a part in it.

THE REINFORCEMENT/REWARD SYSTEM

The REACH Program encourages change by helping you connect your good behavior to something good happening in your life. Each of the REACH phases has a different set of privileges and rewards. Each time you are promoted, additional rewards will be available to you. These rewards are called “reinforcers” in REACH. Some of these reinforcers will be “privileges” —like being able to stay up later, and other things will be “tangible”—things you can touch and hold. Each time you are promoted, there will be additional reinforcers added to the list.

There are different types of “reinforcers”:

- **Tangible Reinforcer:** These are purchased with your credits, but the list of what you may purchase depends on your REACH phase.
- **Activities Reinforcer:** These are purchased with your credits, but the list of activities changes depending on your REACH phase.
- **Non-Contingent Reinforcer:** These are available to everyone in any REACH phase.

During each REACH phase, you will receive a specific number of reinforcers based on your behavior and your credits. A list of currently available reinforcers is posted in your housing unit.

Reinforcer Formulary

The chart below shows the type and number of selections allowed at each phase per week:

Reinforcer	Bronze Phase	Silver Phase	Gold Phase	Platinum Phase	Diamond Phase
Non-Contingent*	All	All	All	All	All
Tangible	1**	2	3	3	4
Activity	1	2	2	3	3

* Non-Contingent Reinforcers are those items provided to meet Minimum Standard and Licensure Requirements.

**Food/Drink Reinforcers are not allowed for Bronze Phase residents.

You will “spend” your REACH credits by filing out a request form and then going to the area designated for this purpose in your facility. Credits used will be deducted from your total. If you don’t spend all your credits one week, any credits you don’t use may be “banked” and used later. You will need to save back credits if there’s a special activity or privilege you would like to spend them on later or at a higher phase when you are promoted.

DE-ESCALATION PROTOCOL

REACH focuses on positive behavior by awarding credits. There may be times when your behavior needs to be redirected, and staff will use a series of steps to help you manage your own behavior and get back on task. The De-escalation Protocol is a series of steps and prompts staff may use to redirect you or a group of residents who are acting inappropriately or are non-compliant. Remember that prompts may also be non-verbal like a slight shake of the head or another look that indicates a change of behavior is needed.

There may be times when your behavior or the behavior of another resident reaches a level where staff members must redirect the behavior immediately. If your behavior places you or someone else in danger, steps will be taken to make sure you and other residents and staff are safe. For all other behaviors, the de-escalation protocol should be used.

The de-escalation protocol has four basic steps. These steps may be repeated by the staff member trying to help you get back on task depending on your individual needs. The staff member will:

- #1 Identify the problem behavior and ask you for a suggestion about how to correct the behavior. For example, “Mr. Resident, you are walking around the unit without permission. What should you be doing?”

This verbal prompt should remind you of the expected behavior and help you correct it. If you continue the behavior, the staff will:

- #2 Provide a warning to you of the consequence you could be facing if the problem behavior does not stop. For example, “Mr. Resident, if you do not sit down you will be on personal restriction for up to 10 minutes.

This warning should help you remember the rules of the unit and get you back on task. If you continue the behavior, the staff will:

- #3 Allow you the opportunity for up to 10 minutes of personal restriction. This step is meant to allow you some down time to think through the behavior that you are displaying and get yourself in a better place mentally to manage your behavior. It is an opportunity to help you calm down and keep yourself from further consequences. This is an option for you and meant to give you some cooling off time. Use this time to answer some of these questions for yourself:

What led to this current situation? Am I frustrated or angry? What really started this---back it up to the “trigger”. Is it something I can calm down and talk out? Is the reason behind this worth the consequence if I don’t control my behavior? What is my goal and how is this current behavior helping?

If the behavior continues past this point or if you choose not to take advantage of the personal restriction time, staff will:

#4 Complete a discipline report and your credit card will be marked with a zero for this time period. Staff will also write a comment on the back of the card so that you will know the behavior being corrected. The shift commander will be notified.

This same series of steps and prompts may also be used to help a group of residents redirect their behavior. Remember that you are responsible for your own behavior even if you are part of a group that is choosing to act inappropriately. If you find yourself in a situation where a group of residents are acting inappropriately, remove yourself from the group and stand beside your door. It only takes one resident making a better choice to influence the entire group.



APPENDICES

- **EVENING MEETING EXAMPLES**
- **MORNING AFFIRMATIONS**
- **PHASE PROMOTION CHECKLISTS**
- **REACH CREDIT CARD**
- **REINFORCER MENU**
- **FACILITY AND UNIT LEADERSHIP POSITIONS**

Appendix 1

Evening Meeting Basic Outline

This activity takes place on a daily basis and is usually the last community activity of the day. All unit residents and staff must participate in this meeting (unless residents are serving disciplinary segregation). The community meeting for each unit must be scheduled between the hours of 1630 and 1930. Once the time for the meeting has been established, *the time must be reflected on the unit's schedule and the meeting must be held at this time each day.*

Credit cards for all residents should be collected by the HUM/staff who will be participating in the meeting and reviewed prior to its beginning. Based on the number of residents in the unit (more cards for units with higher populations and less for units with fewer residents), up to four of the cards should be chosen for discussion during the meeting. Issues chosen for discussion should reflect both positive and negative behaviors.

The resident facilitator leads the meeting with assistance from the HUM/staff if needed. The community meeting should follow this general outline:

Start of the meeting:

- Review meeting rules at the beginning of each meeting.
- New members introduce themselves.
- General announcements (changes in rules, new procedures, etc.). Sharing of any facility or community news, for example, information about any facility competitions or events.
- Recognition of member accomplishments, such as promotions (individual and group) when applicable, residents about to be released, etc.

At this point, the resident facilitator should ask for any HUM/staff input. HUM/staff input must include:

- Resident credit card review: Using the examples chosen during the review of the credit cards, HUM/staff should steer the discussion to include teachable moments, behavior contracts and personal growth experiences.
- Review of credit averages for the week and its impact on activity planning: This time can also be used to look at areas where the residents lost points to help focus the group's attention on areas where the group can improve. This becomes more meaningful for the unit when unit goals and areas of improvement are tied to a reward (for example, having the unit set a goal of decreasing the number of points lost for personal appearance and

tying that to a unit pizza night.) Such discussion helps residents quantify achievements and stimulates a sense of accomplishment.

- Any changes in the resident structure board may be announced.

HUM/staff input may also include:

- Activity planning.
- Review of unit cleanliness, performance of chores, and the degree of unit compliance.
- Checking on unit needs (for example, resident clothing needs, cleaning supplies, etc.)

After HUM/staff input, the facilitation of the meeting goes back to the resident and the following topics will be covered during the next part of the meeting:

- Items to be presented at the next Resident Advisory Committee (RAC) meeting will be discussed. The Unit President or the Unit Vice President will also report on the outcomes of any recent RAC meetings.
- Residents are encouraged to set personal behavioral goals (for example, no disciplinary offenses, improvement of point averages, etc.) for the following week or month. Residents are also encouraged to report on any successes meeting previous goals. If there are residents experiencing problems with behavior or being able to move forward with treatment goals or REACH promotions, the community should help those residents identify their problem areas and suggest ways to address them.
- The Unit Facilitation Team Leader will solicit residents to sign up for activities and teams, and announce chore assignments for the upcoming week.

The community meeting ends with each resident having the opportunity to bring up any additional topics he/she feels needs to be addressed. If a suggested topic will require a longer discussion, it can be placed on the agenda for the next meeting.

Community meetings have an important role in the functioning of the unit. The following are suggestions on ways to use the community meetings to improve the overall unit. Some of these suggestions should be incorporated into the community meetings at regularly scheduled intervals as indicated.

- On a monthly basis, each unit as a group will set unit goals for the upcoming month and request rewards for successful achievement. Goals and rewards must be approved by the HUM and the IPC to ensure resources and support are available. Goals will include community service projects (community being defined as the immediate facility, and/or off-campus activity for those eligible to participate), and competitive invitations. Each unit is expected to develop a skill in some form of leisure activity to which it has become

expert, and to invite other units to participate by offering a reward from unit to unit to thank the other residents for joining them.

- When possible, time may be extended to allow for an activity of interest. For example, a guest speaker may be invited to speak, or a particular piece of music may be performed or played, and the like. This type of organized programming should concentrate on development of social skills through participation, and may include such diverse activity as improvised poetry reading, organized group singing, family-oriented recreational pursuits, and so forth. Parenting skills development is a logical choice of topics the residents may find stimulating to discuss and learn.

Appendix 2

Affirmations

Rule your mind or it will rule you.

-Horace

The ultimate measure of a man is not where he stands in moments of comfort and convenience, but where he stands at times of challenge and controversy.

-Dr. Martin Luther King, Jr.

Life is like a coin. You can spend it any way you wish, but you can only spend it once.

-Unknown

Practice does not make perfect; perfect practice makes perfect.

-Vince Lombardi

Whether you think you can or think you can't, you are right.

-Henry Ford

Knowledge is power.

-Francis Bacon

All things are difficult before they are easy.

-Thomas Fuller

Few people have ever seriously wished to be exclusively rational. The good life, which most desire, is a life warmed by passions and touched with that ceremonial grace which is impossible without some affectionate loyalty to traditional forms and ceremonies.

-Joseph Wood Futch in *The Measure of a Man*

Give a man a fish and you feed him for a day. Teach a man to fish, and you feed him for life.

-United States Peace Corps Motto

Some minds seem almost to create themselves, springing up under every disadvantage and working their solitary but irresistible way through a thousand obstacles.

-Washington Irving in *The Sketchbook*

What a man thinks of himself, that is what determines, or rather indicates, his fate.

-Henry David Thoreau

I have learned that success is to be measured not so much by the position that one has reached in life as by the obstacles he has to overcome while trying to succeed.

-Booker T. Washington

It is ominous for the future of a child when the discipline he receives is based on the emotional needs of the disciplinarian rather than any consideration of the child's own needs.

-Gordon W. Allport

All dreams come true – if we have the courage to pursue them.

-Walt Disney

If you don't know where you are going, you'll end up someplace else.

-Yogi Berra

Some men give up their designs when they have almost reached the goal; while others, on the contrary, obtain a victory by exerting, at the last moment, more vigorous efforts than before.

-Polybius

There is no happiness except in the realization that we have accomplished something.

-Henry Ford

Our plans miscarry because they have no aim. When a man does not know what harbor he is making for, no wind is the right wind.

-Seneca

It is not enough to take steps which may some day lead to a goal; each step must be itself a goal and a step likewise.

-Johann Wolfgang von Goethe

Who aims at excellence will be above mediocrity; who aims at mediocrity will be far short of it.

-Burmese Saying

In absence of clearly defined goals, we become strangely loyal to performing daily acts of trivia.

-Unknown

Don't bunt. Aim out of the ballpark.

-David Ogilvy

The more difficulties one has to encounter, within and without, the more significant and the higher in inspiration his life will be.

-Horace Bushnell

Happy are those who dream dreams and are ready to pay the price to make them come true.

-Leon J. Suenes

First say to yourself what you would be; and then do what you have to do.

-Epictetus

What lies behind us and what lies before us are tiny matters compared to what lies within us.

-Ralph Waldo Emerson

Lots of things that couldn't be done have been done.
-Charles Auston Bates

Go confidently in the direction of your dreams. Live the life you have imagined.
-Henry David Thoreau

Every great dream begins with a dreamer. Always remember, you have within you the strength,
the patience, and the passion to reach for the stars to change the world.
-Harriet Tubman

Reach high, for stars lie hidden in your soul. Dream deep, for every dream precedes the goal.
-Pamela Vaull Starr

So often times it happens that we live our lives in chains, and we never even know we have the
key.
-The Eagles

I like the dreams of the future better than the history of the past.
-Patrick Henry

Commitment leads to action. Action brings your dream closer.
-Marcia Wieder

The question for each man to settle is not what he would do if he had means, time, influence and
educational advantages; the question is what he will do with the things he has. The moment a
young man ceases to dream or to bemoan his lack of opportunities and resolutely looks his
conditions in the face, and resolves to change them, he lays the corner-stone of a solid and
honorable success.
-Hamilton Wright Mabie

Hold yourself responsible for a higher standard than anyone else expects of you.
Never excuse yourself.
-Henry Ward Beecher

Never neglect an opportunity for improvement.
-Sir William Jones

Knowing yourself is the beginning of all wisdom.
-Aristotle

In learning to know other things, and other minds, we become more intimately acquainted with
ourselves, and are to ourselves better worth knowing.
-Philip Gilbert Hamilton

What progress, you ask, have I made? I have begun to be a friend to myself.
-Hecato, Greek philosopher

We are either progressing or retrograding all the while; there is no such thing as remaining stationary in this life.
-James Freeman Clarke

The happiest life is that which constantly exercises and educates what is best in us.
-Hamerton

We only become what we are by the radical and deep-seated refusal of that which others have made of us.
-Jean-Paul Sartre

Change and growth take place when a person has risked himself and dares to become involved with experimenting with his own life.
-Herbert Otto

Your real influence is measured by your treatment of yourself.
-Bronson Alcott

Energy and persistence conquer all things.
-Benjamin Franklin

If we all did the things we are capable of, we would astound ourselves.
-Thomas Edison

Fear less, hope more, eat less, chew more, whine less, breathe more, talk less, say more, hate less, love more, and good things will be yours.
-Swedish Proverb

Make it thy business to know thyself, which is the most difficult lesson in the world.
-Miguel de Cervantes

The best rules to form a young man are: to talk little, to hear much, to reflect alone upon what has passed in company, to distrust one's own opinions, and value others that deserve it.
-Sir William Temple

Exert your talents, and distinguish yourself, and don't think of retiring from the world, until the world will be sorry that you retire.
-Samuel Johnson

You're happiest while you're making the greatest contribution.
-Robert F. Kennedy

Action may not always bring happiness, but there is no happiness without action.
-Benjamin Disraeli

Great effort from great motives is the best definition of a happy life.
-William Ellery Channing

Happiness depends upon ourselves.
-Aristotle

They can because they think they can.
-Virgil

Nothing can stop the man with the right mental attitude from achieving his goal; nothing on earth can help the man with the wrong mental attitude.
-Thomas Jefferson

Keep steadily before you the fact that all true success depends at last upon yourself.
-Theodore T. Hunger

We are all motivated by a keen desire for praise, and the better a man is, the more he is inspired to glory.
-Cicero

Success is the sum of small efforts, repeated day in and day out.
-Robert Collier

A failure is a man who has blundered, but is not able to cash in on the experience.
-Elbert Hubbard

The greatest results in life are usually attained by simple means and the exercise of ordinary qualities. These may for the most part be summed in these two: common-sense and perseverance.
-Owen Feltham

The difference between a successful person and others is not a lack of strength, not a lack of knowledge, but rather a lack in will.
-Vince Lombardi

Success does not consist of never making blunders, but in never making the same one a second time.
-Josh Billings

Success is the good fortune that comes from aspiration, desperation, perspiration and inspiration.
-Evan Esar

To climb steep hills requires a slow pace at first.
-Shakespeare

Appendix F: Silver Phase Program Checklist

Appendix 3 Phase Promotion Checklists

BRONZE PHASE – ORIENTATION

The Bronze Phase is approximately four (4) weeks in length, beginning the date the resident arrives at RDC. During this phase, the main task of each resident is to learn the basic operating procedures of the program, including many of the tools needed to make personal changes successfully. Watchwords during this phase are to **observe, attend, and learn**. The Bronze Phase must be supportive but quite disciplined.

RESIDENT:

UNIT:

<i>BRONZE PHASE PROGRAM CHECKLIST</i>				
Task/Expectation	Staff Approving Task Completion	Task Due Date(s)	Staff Initials	Date
Complete Resident Orientation	Orientation Staff	First Week		
Meet with the HUM to review Phase expectations	HUM	First Week at RDC		
Demonstrate understanding of the basic tools and goals:	(See goals below)	(See goals below)		
Write a five-page autobiography (a life story). The story shall include your history of criminal activity and the consequences, including prior incarcerations, your family history, and your future goals (attach copy)	RDC Counselor	By the end of Week Two		
Earn at least 85 credits for personal appearance	HUM	Before end of Phase		
No more than twenty-five (25) failure to earn merits for clothing compliance	HUM	Before end of Phase		
Learn and recite the Reach Resident Creed at evening meeting with no more than two (2) assists	HUM	Before end of Phase		
Demonstrate an understanding of the Resident Handbook (follows rules and other expectations)	RDC Counselor or HUM	Before end of Phase		
Present and expound on the “Thought of the Day” at least twice during community meetings.	RDC Counselor or HUM	Before end of Phase		
Write a good-bye letter to your past life and criminal activity and read it in the evening meeting (attach copy)	RDC Counselor or HUM	Before end of Phase		
Sign all intake documents, treatment plan, and treatment plan review	RDC Counselor	Before end of Phase		
Complete Physical and Medical Assessments	Nurse	By First Week		
Complete Mental Health Assessment	BSU Psychologist	By end of Phase		
Complete Orientation Curriculum and related assignments.	RDC Counselor	By First Week		
Complete DOE Unit Instruction	DOE Unit Instructor	By end of Phase		

Appendix F: Silver Phase Program Checklist

Task/Expectation	Staff Approving Task Completion	Task Due Date(s)	Staff Initials	Date
Complete Educational Assessment	DOE Evaluator	By end of Phase		
Complete Social History Assessment (Interview)	RDC Counselor	By end of Phase		
Make consistent satisfactory progress in all New Freedom Group sessions offered by counselor & all related assignments	RDC Counselor	By end of Phase		
Major Offense free for two weeks prior to Promotion	HUM	By end of Phase		
No more than four (4) Moderate Offenses for two weeks prior to Promotion	HUM	By end of Phase		
Attend Introduction to Leadership/Discipline session and complete all related assignments.	Orientation Staff	By end of Phase		
Attend Introduction Skills sessions & completing all related assignments	Orientation Staff	By end of Phase		
Complete Self & Social Responsibility/Positive Self- Imaging session & all related assignments	Orientation Staff	By end of Phase		
Complete Basic Problem Solving and Teamwork sessions & all related assignments	Orientation Staff	By end of Phase		
Earn a minimum of 75% of the last 4 weeks total available credits	HUM or Unit Staff	Prior to Promotion		
Receive CEST/CTST approval for Promotion	RDC Counselor	Prior to Promotion		
Receive ICRC approval for Promotion	ICRC Chairperson	Prior to Promotion		

Comments:

CHECKLIST COMPLETE: _____
Signature of HUM/ Alternate

_____ Date

COUNSELOR: _____
Signature

_____ Date

Appendix F: Silver Phase Program Checklist

SILVER PHASE – CHALLENGE TO CHANGE

The Silver Phase is six (6) weeks in length. During this phase, treatment focus will involve offense behavior and delinquency issues related to incarceration. The goal of this phase is to engage the resident in learning and discussing these issues. Each resident will be involved in and expected to practice activities that promote positive behaviors for a crime-free lifestyle. Assuming greater independence and responsibility within the community, individual management of one's rehabilitation program and planning educational and vocational paths is also expected. The main objectives of the Phase are socialization, personal growth, and psychological awareness. Residents satisfy these objectives through participation in treatment and community activities. The change in the resident's profile in the areas of community status, developmental change, and psychological change will reflect the resident's overall progress.

If residents are on the waiting list for treatment services for the first time (i.e., through no fault their own), they should not be penalized for lack of satisfactory progress in treatment.

RESIDENT:

UNIT:

SILVER PHASE PROGRAM CHECKLIST			
Task/Expectation:	Staff to Sign-Off on Task Completion:	Staff Signature:	Date:
Meet with case manager/counselor to review Phase expectations	Counselor		
Meet with therapist to review treatment needs	BSU Treatment Staff		
Meet with the unit Housing Unit Manager to review Phase expectations	HUM		
Write letter to CSU/DSS worker to discuss Program progress (attach copy)	Counselor		
Write letter to parent/guardian to discuss Program progress (attach copy)	Counselor		
Make consistent satisfactory progress toward completion of all New Freedom Group sessions offered by counselor and all related assignments	Counselor		
Make consistent satisfactory progress in all identified mandatory and recommended treatment services and complete all related assignments as required	BSU Treatment Staff		
Earn at least 145 credits for personal appearance	HUM		
Make consistent satisfactory progress in all Specialized Groups identified in CRCP	Counselor		
Make presentation at a Community	Unit Staff		

Appendix H: Platinum Phase Program Checklist

GOLD PHASE – COMMITMENT TO CHANGE

The GOLD Phase is six (6) weeks in length. The main treatment objectives of this phase are socialization, personal growth, and psychological awareness. Residents satisfy these objectives through participation in treatment and community activities. The change in the resident's profile in the areas of community status, developmental change, and psychological change will reflect the resident's overall progress. Community status (i.e., job function and privileges) reflects the degree to which the resident has acquired the attribute of being a role model. The resident may hold certain leadership positions on the community structure board; however, his/her conduct, language, attitude, and overall outlook will reflect the degree of change in the resident's thinking and behavior. There must be a noticeable internalization of new perspectives and a commitment to change. Acceptance of personal responsibility, openness, insight, self-awareness, emotional stability, and self-esteem demonstrate the degree of personal change.

If residents are on the waiting list for treatment services for the first time (i.e., through no fault their own), they should not be penalized for lack of satisfactory progress in treatment.

RESIDENT:

UNIT:

<i>GOLD PHASE PROGRAM CHECKLIST</i>			
Task/Expectation:	Staff to Sign-Off on Task Completion:	Staff Signature:	Date:
Meet with the case manager/counselor to review Phase expectations	Counselor		
Meet with therapist to review treatment needs	BSU Treatment Staff		
Meet with the Housing Unit Manager to review Phase expectations	HUM		
Letter to CSU/DSS worker describing behavior and progress on treatment goals (attach copy)	Counselor		
Letter to parent/guardian describing behavior and progress on treatment goals (attach copy)	Counselor		
Earn at least 150 credits for personal appearance	HUM		
Make consistent satisfactory progress in all New Freedom Group sessions offered by counselor and all related assignments	Counselor		
Make consistent satisfactory progress in all identified mandatory and recommended treatment services and complete all related assignments as required	BSU Treatment Staff		
Make consistent satisfactory progress in all Specialized Groups identified in CRCP	Counselor		
Make presentation at a Community Meeting regarding Phase promotion	Unit Staff		

PLATINUM PHASE – TAKING OWNERSHIP FOR CHANGE

The PLATINUM Phase is six (6) weeks in length. During this phase, the resident will finalize parole (discharge) planning leading to release from the facility. Parole planning is the collective task of the resident, his/her family, peers, staff members, and parole officer. The parole plan is the blueprint for ongoing treatment, educational, and vocational programs, which include goal attainment schedules, methods of improving functioning, interpersonal and family relationships, and dealing appropriately with social and sexual relationships. The goal in this program phase is to assist the resident in his/her preparation for separation from the JCC community and earn parole release. The resident must strengthen his/her decision-making skills and demonstrate a capacity for self-management with less reliance on external authority as a well-formed network. Attendance is mandatory for all sessions on aspects of independent living, budgeting, job-seeking, and appropriate use of leisure time.

If residents are on the waiting list for treatment services for the first time (i.e., through no fault their own), they should not be penalized for lack of satisfactory progress in treatment.

RESIDENT:

UNIT:

<i>PLATINUM PHASE PROGRAM CHECKLIST</i>			
Task/Expectation:	Staff to Sign-Off on Task Completion:	Staff Signature:	Date:
Meet with case manager/counselor to review Phase expectations	Counselor		
Meet with therapist to review treatment needs	BSU Treatment Staff		
Meet with the Housing Unit Manager to review Phase expectations	HUM		
Write letter to CSU/DSS worker to discuss progress and review parole planning (attach copy)	Counselor		
Write letter to parent/guardian to discuss progress and review parole plan (attach copy)	Counselor		
Make consistent satisfactory progress in all New Freedom Group sessions offered by counselor and all related assignments	Counselor		
Make consistent satisfactory progress in all identified mandatory and recommended treatment services and complete all related assignments as required	BSU Treatment Staff		
Present in community meeting an understanding of victimization issues	Counselor or BSU		
Present in writing (2 pages) or verbally in a community meeting understanding of the	HUM or Counselor		

PLATINUM PHASE PROGRAM CHECKLIST

Task/Expectation:	Staff to Sign-Off on Task Completion:	Staff Signature:	Date:
REACH Program Resident Creed			
Complete Relapse Prevention Plan to include input from the Parole Officer (attach copy)	Counselor		
Earn at least 155 credits for personal appearance	HUM		
Make consistent satisfactory progress in all Specialized Groups identified in CRCP	Counselor		
Write a two-page paper on “My Strategies for Self-Improvement and Change” and present it before the community or in a group session (attach copy)	Counselor		
Make presentation at a community meeting regarding release	Unit Staff		
Moderate Offense free for two consecutive weeks prior to promotion	Counselor		
Major Offense free for four consecutive weeks prior to promotion	Counselor		
Solicit and receive weekly progress feedback from three unit staff, the HUM, and three DOE instructors	Counselor		
Participate and make satisfactory progress in educational programs or work-training programs	DOE Staff/Counselor		
Complete assigned Personal Growth Experiences prior to promotion	Counselor		
Earn a minimum of 95% of the total available credits	HUM		
Complete and submit a copy of a resume and job application for review by the CTST and the ICRC (attach copy)	Counselor		
Receive CTST recommendation for promotion	Counselor		
Receive ICRC approval for promotion	ICRC Chairperson		

Comments:

CHECKLIST COMPLETE: _____
Signature of HUM/ Alternate Date

COUNSELOR: _____
Signature Date

DIAMOND MAINTENANCE PHASE – MAINTAINING SELF-IMPROVEMENT

The DIAMOND Phase is a MAINTENANCE Phase and does not have a specific length. During this phase, a resident who remains in the program will finalize planning for release from the facility. Release planning is the collective task of the resident, his/her family, peers, staff members, and parole officer. The plan is the blueprint for ongoing treatment, educational, and vocational programs, which include goal attainment schedules, methods of improving functioning, interpersonal and family relationships, and dealing appropriately with social and sexual relationships. The goal in this program phase is to assist the resident in his/her preparation for separation from the JCC community and earn release. The resident must strengthen his/her decision-making skills and demonstrate a capacity for self-management with less reliance on external authority as a well-formed network. Attendance is mandatory for all sessions on aspects of independent living, budgeting, job-seeking, and appropriate use of leisure time.

If residents are on the waiting list for treatment services for the first time (i.e., through no fault their own), they should not be penalized for lack of satisfactory progress in treatment.

RESIDENT:

UNIT:

<i>DIAMOND PHASE MAINTENANCE PROGRAM CHECKLIST</i>			
Task/Expectation:	Staff to Sign-Off on Task Completion:	Staff Signature:	Date:
Meet with case manager/counselor to review Phase expectations	Counselor		
Meet with therapist to review treatment needs	BSU Treatment Staff		
Meet with the Housing Unit Manager to review Phase expectations	HUM		
Letter to CSU/DSS worker to discuss progress and review parole planning (attach copy)	Counselor		
Letter to parent/guardian to discuss progress and review parole planning (attach copy)	Counselor		
Make consistent satisfactory progress in all New Freedom Group sessions offered by counselor and all related assignments	Counselor		
Make consistent satisfactory progress in all identified mandatory and recommended treatment services and complete all related assignments as required	BSU Treatment Staff		
Present in community meeting an understanding of victimization issues	Counselor		
Earn at least 105 credits for personal	HUM		

DIAMOND PHASE MAINTENANCE PROGRAM CHECKLIST			
Task/Expectation:	Staff to Sign-Off on Task Completion:	Staff Signature:	Date:
appearance			
Make consistent satisfactory progress in all Specialized Groups identified in CRCP	Counselor		
Make presentation at a community meeting regarding release	Unit Staff		
Solicit and receive weekly progress feedback from three unit staff, the HUM, and three DOE instructors	Counselor		
Participate and make satisfactory progress in educational programs or work-training programs	DOE Staff/Counselor		
Complete assigned Personal Growth Experiences prior to the CTST meeting to request release consideration	Counselor		
Earn a minimum of 95% of the last four weeks total available credits	HUM		
Formulate individual parole plan	Counselor		
Complete and submit a copy of a resume and job application for review by the CTST and the ICRC (attach copy)	Counselor		
Receive CTST recommendation for release according to release criteria	Counselor		
Receive ICRC approval for release/transfer	ICRC Chairperson		

Comments:

Date of Release: _____

Type of Release: _____ Parole _____ Direct Discharge

_____ Transfer to: _____

Appendix 4

REACH CREDIT CARD

Resident's Name: _____ Date _____

Unit: _____ Phase: _____

Residents must be in compliance with all behavioral expectations to earn all Credits for the day. Corrections can not be made on this card. If corrections need to be made, the resident must be issued a new card. Staff must write explanatory comments on the front of the card; additional space is provided on the back. Place an "X" (if resident meets behavioral requirement) or an "O" (if resident fails to meet behavioral requirement) in the column that applies to behavior noted.

0500 – 0800	Credits	Comments	Staff Signature
A. Follow Staff Instructions			
B. Personal Appearance			
C. Verbally Appropriate			
D. Personal Interaction/Socially Appropriate Behavior			
E. On Task			
0800 -1200			
A. Follow Staff Instructions			
B. Personal Appearance			
C. Verbally Appropriate			
D. Personal Interaction/Socially Appropriate Behavior			
E. On Task			
1200 -1600			
A. Follow Staff Instructions			
B. Personal Appearance			
C. Verbally Appropriate			
D. Personal Interaction/Socially Appropriate Behavior			
E. On Task			
1600 – 2200			
A. Follow Staff Instructions			
B. Personal Appearance			
C. Verbally Appropriate			
D. Personal Interaction/Socially Appropriate Behavior			
E. On Task			

Signature of Staff Tallying Data: _____ Daily Total: _____

Staff Comments

0500 – 0800 _____

0800-1200 _____

1200-1600 _____

1600 – 2200 _____

Offenses

Moderate: _____

Major: _____

Groups

Name of Group & Signature of Person Facilitating Group: _____

Name of Group & Signature of Person Facilitating Group: _____

Appendix 5

REACH Reinforcer Menu Example (Note: Items subject to change)

Effective August 15, 2013							
Tangible							
Item	Description	Credit	Bronze	Silver	Gold	Platinum	Diamond
Food Items							
Snacks and Drinks							
Chips	JCC selects variety at least 3	35		X	X	X	X
Cookies	JCC selects variety at least 3	35		X	X	X	X
Candy	At least 6 options (2 must be sugar free)	35		X	X	X	X
Fruit Roll ups	JCC select variety	35		X	X	X	X
Hot Dogs		35		X	X	X	X
Little Debbie Snacks	Fudge Rounds, Oatmeal pies, etc	35		X	X	X	X
Non-carbonated drinks	G2-grape, orange, fruit punch, etc 20 oz	35		X	X	X	X
Soda	At least 4 options to include Diet 20 oz	35		X	X	X	X
Mini Meals							
Hot Pockets	Cheese, Pepperoni, Ham etc.	50				X	X
Instant Cup of Noodles	Cheese, Chicken, Shrimp, etc	50				X	X
Popcorn (microwaveable indiv. Size)	Various Varieties option	50				X	X
Diamond Phase Mini Meals	3 options (ex. nuggets, burritos, chips and salsa)	50					X
Specialty Foods							
Ice Cream Bar	Once per month	75				X	Free
Fast Food Meal (1 meal)	Once per month (requires personal \$	300				X	X
Hygiene Items							
Chap Stick		60	X	X	X	X	X
Deodorant	2 for males, 2 for females 2.5 oz	60	X	X	X	X	X
Mouthwash	Alcohol free /4 oz	60	X	X	X	X	X
Toothpaste	At least 2 options / 4.6 oz	60	X	X	X	X	X
Wave Cap / Hair Bonnet	Black only no strings	60	X	X	X	X	X
LeKaire Cholesterol treatment	Hair treatment–female only	60		X	X	X	X
Cleanser – Facial 2oz	At least 2 options	60		X	X	X	X
Cocoa Butter -Stick		60		X	X	X	X
Comb	Small black flexie comb	60		X	X	X	X
Pert Shampoo and Conditioner	1.7 oz	60		X	X	X	X
Hair Brush	Club Brush	60		X	X	X	X
Hair Gel/Grease	3 brands	60		X	X	X	X
Lotion – Body	Lubriderm/Jergens 3 oz	60		X	X	X	X
Scented Lotion	Female only						
Stationary Items							
Envelope	Up to 5 per week	10	X	X	X	X	X
Greeting Card		25	X	X	X	X	X
Writing Pad		50	X	X	X	X	X
Activity Books (e.g. crossword, etc)		50		X	X	X	X

Art Drawing pad		50		X	X	X	X
Composition Book		50		X	X	X	X
Miscellaneous							
Batteries		25		X	X	X	X
Headphones		25		X	X	X	X
Walkman & Headphones	1 set of batteries	225		X	X	X	X
AM/FM Radio Headset	1 set of batteries	225					X
Personal Picture	Develop same day	140			X	X	X
Wristwatch	Clear wristwatch	175			X	X	X
Wristwatch	Black wristwatch	175					X
Family Pictures	Develop same day	250			X	X	X
Sneakers - NB White	Eligible every 6 months	375				X	X
Sneakers – NB Black	Eligible every 6 months	375					X
Activity							
Multimedia Entertainment							
TV Time/staff select channel/movie	While in reinforce room	Free		Free	Free	Free	Free
Handheld Video Game	30 minutes minimum	50		X	X	X	X
Music Station (Walkman-CD Player & CD)	30 minutes minimum	50		X	X	X	X
Play station III- (age-appropriate games)	30 minutes minimum	75			X	X	X
Wii- sports (rated E)	30 minutes minimum	75			X	X	X
PSP (age-appropriate games)	30 minutes minimum	75					X
Movie Combo (includes soda & popcorn)	Once a month-90 minutes minimum	125				X	Free
Sports and Games (On-Campus)							
Board Games/Cards		50	X	X	X	X	X
Intramural Sports	Participant	Free		Free	Free	Free	Free
Foosball		50		X	X	X	X
Bingo		75		X	X	X	X
Sports and Games (Off-Campus)							
Intermural Sports	Team Member	Free		Free	Free	Free	Free
Family-Related (On-Campus)							
Extended Time during Visitation	30 minutes	200			X	X	X
Phone Call (speaker phone)	10 minutes	100				X	Free

Inter/intramural recreation tournaments occur through the Inter/Intramural Recreation and Extracurricular Activities Program (IREAP) where the residents compete against each other within each facility and between facilities. Participation in these programs is used as reinforcers in the REACH program. Refer to the IREAP manual for more details.

Non-Contingent Reinforcers Menu

- 2 stamps per week
- 1 hour per day of large muscle activity
- 1 hour per day of hygiene
- 1 snack per day
- Access to religious activities

NOTE: All of the Non-Contingent Reinforcers must be offered to all residents in each facility, and the opportunity must be available for all residents to receive these reinforcers.

Appendix 6

FACILITY AND UNIT LEADERSHIP POSITION DESCRIPTIONS

Five (5) REACH structure positions exist to help with the operations and management of the JCCs and the campus units. Two (2) of the positions are honorary and ceremonial in nature while the other three (3) play important roles in the management of the campus units. These campus leadership positions are the Senior President, Senior Vice President, Unit President, Unit Vice President, and Unit Recorder.

Senior President

- This position is the highest privilege that can be earned by a resident; however, it is a ceremonial position and is an appointed position serving under the direction of the JCC Superintendent.
- The resident holding this position shall serve for a period of no more than 90 days.
- This resident serves as the Senior President during large gatherings, special ceremonies, and reviews by visiting dignitaries and guests.
- While serving as Senior President, a resident may also hold a unit leadership position for which he/she is eligible.
- The position shall also represent the residents at all Institution Program Committee (IPC) meetings and all Resident Advisory Committee (RAC) meetings.
- There shall be only one Senior President for each JCC.
- Eligibility requirements are:
 - Diamond Phase in the Program.
 - No major offense within the previous 90 days.
 - No moderate offense within the last 60 days.
 - 95% average daily credits.
 - Completion or active involvement in treatment program(s).
 - Positive member of the community.
 - Recommendation of treatment team.
 - Recommendation and approval by his/her peers in RAC.
 - Approved by the ICRC.
 - Approval by the JCC Superintendent.

Senior Vice-President

- This position is the second highest privilege that can be earned by a resident; however, it is also strictly a ceremonial position and is an appointed position serving under the direction of the JCC Superintendent.
- This position is an elected position for a period of no more than 90 days.

- This position serves with the Senior President during large gatherings, special ceremonies, and reviews by visiting dignitaries and guests.
- This position shall also represent the residents at IPC meetings, when requested, and all RAC meetings.
- While serving as Senior Vice-President, a resident may also hold a unit leadership position for which he/she is eligible.
- There shall be only one Senior Vice-President for each JCC.
- Eligibility requirements are:
 - Diamond Phase in the Program.
 - No major offense within the previous 90 days.
 - No moderate offense within the last 60 days.
 - 95% average daily credits.
 - Completion or active involvement in treatment program(s).
 - Positive member of the community.
 - Recommendation of treatment team.
 - Recommendation and approval by his/her peers in RAC.
 - Approved by the ICRC.
 - Approval by the JCC Superintendent.

Roles and Responsibilities in the Structure Board

The Resident Community Structure Board is organized in each unit with the highest positions known as the Unit President, the Unit Vice-President, and the Unit Recorder. Under this level are a series of community leadership positions, each responsible for a community function. These unit leaders may recruit assistance from other residents in the unit to complete tasks. Each higher level of the hierarchy carries greater job responsibilities and carries greater responsibilities to the community for serving as appropriate role models. Any staff can suspend a resident from a unit leadership position who displays inappropriate behavior (earning an offense, etc.) pending review and possible permanent removal by the treatment team and the ICRC. Residents holding these leadership positions shall serve for a period of no more than 60 days.

The unit leadership positions are as follows:

Unit President

- Accountable for the overall condition and operation of the unit community and its functions. He/she monitors the unit activities including the overall condition of the unit and task completion by other resident members of the community.
- Works directly with the HUM/designee to ensure the effective and efficient operation of the unit. He/she is in the direct line of communication between the unit residents and the staff. He/she is responsible for keeping the unit staff and others aware of all

community issues. In addition, he/she guides the work of the Unit Vice-President and Unit Recorder.

- Represents the unit in meetings requiring resident input, particularly the monthly RAC meeting.
- Leads and coordinates the Community meetings.
- Responsible for the cleanliness of the unit areas and shall inspect the unit regularly to ensure that all areas of the unit are maintained appropriately. He/she shall appoint a Resident Team Leader to assist him/her in this task.
- Responsible for the dress and physical appearance of the unit members.
- Leads Physical Fitness formations by standing in the front of Physical Fitness formations to assist in demonstrations and encouragement of unit members or appoints a unit member to do so.
- Serves as an example to his/her unit in behavior, physical appearance, and social interaction style.
- Meets with other resident unit leaders to ensure the implementation of the Resident Governance process.
- The selection requirements for Unit President are:
 - Gold Phase or higher in the Program.
 - Must not have received a major offense within 90 days or a moderate offense within 60 days.
 - Must be earning a 90% average of his/her daily credits.
 - Must have completed or be actively involved in completing treatment needs.
 - Must have the approval of the unit treatment team after being recommended for the position by the HUM and the Corrections Counselor assigned to the unit.
- The term of office is 60 days consecutively. He/she may serve an additional term of sixty-days; however, a new election must be held in the unit for the new term to begin.

Unit Vice-President

- Assumes the duties of the Unit President when he/she is unavailable to perform assigned duties to include removal from that position. Works closely with the Unit President to ensure that the community functions appropriately and at the highest level.
- Responsible for assisting the HUM/JCO in issuing supplies.

- Assists the Unit President in coordinating the cleaning of the unit by residents and preparing the unit for inspection by the HUM and/or others.
- Assists the Unit President in maintaining order in the unit and communicating resident needs and concerns to staff.
- Represents the unit as a member of RAC at monthly committee meetings.
- Positions self at the front of the residents during physical fitness exercises to assist the group as a demonstrator and to encourage the participation of other unit members.
- Serves as a positive role model for other residents in the unit.
- Meets with other resident unit leaders to ensure implementation of the Resident Governance process.
- The selection requirements for this position are:
 - Gold Phase resident or higher.
 - No major offense within 90 days.
 - No moderate offense within 60 days.
 - Earning and maintaining a 90% average of daily credits.
 - Completion or active involvement in completing treatment program(s).
 - Positive member of the community.
 - Approval by the treatment team after being recommended for the position by the HUM and the Corrections Counselor assigned to the unit.

Unit Recorder

- Assists the Unit President and the Unit Vice-President in the coordination and management of the unit.
- Responsible for assisting the HUM/JCO in ordering and issuing canteen items for the unit residents.
- Maintains an up-to-date record of:
 - Work duties and assignments
 - Daily community meeting minutes
 - Room assignments made by the HUM or his/her designee
- Completes the following assignments:
 - Post notices on the unit bulletin board with the approval of the HUM
 - Reads all correspondence forwarded to the unit residents by the HUM, facility administrators, and others
 - Maintains the Community Status Board (an alphabetical listing of all unit community members, his/her rank in the program, and his/her assigned position or task in the community).
- Ensures the cleanliness of the unit and the preparation of the unit for inspections.

- The selection requirements for this position are:
 - Silver Phase resident or higher.
 - No major offense within the past 60 days.
 - No moderate offense within the past 30 days.
 - Earning and maintaining a 90% average of his/her daily credits.
 - Completion or active involvement in completing treatment program(s).
 - Positive member of the community.
 - Approval by the treatment team after being recommended for the position by the HUM and the Corrections Counselor assigned to the unit.

Unit Leadership Positions

Unit Leadership Positions are appointed by the Unit President to assist in the operation of the unit through responsibility for specific functions in the community. These positions are held for 60 days. The Unit Leadership Positions are selected based on being positive role models and are approved by the HUM whenever there is a vacancy. Unit Leaders must be on Silver Phase in the program. The Unit Leadership Positions are described below.

Facilitator / Information Leader

The position of Unit Facilitator /Information Leader is considered to be the “eyes and ears” of the unit community. He/she reports to the Unit President and the Unit Vice-President on a large range of daily community activities and is responsible for ensuring that the resident community has accurate and up-to-date information about all aspect of the unit community operations. The Unit Facilitator / Information Leader is responsible for the smooth operation of all community activities. The Unit Facilitator / Information Leader is responsible for the following:

- Assisting the staff by announcing the start and end of all activities for the day, including all community group meetings/sessions and breaks.
- Reminding the unit residents about the start times for the next activity, including upcoming movement.
- Assisting the unit resident leaders in monitoring appropriate behavior and attitudes of unit residents during all activities.
- Showing support to unit residents and other campus residents by giving personal affirmations.
- Developing a unit newsletter by soliciting information, articles, and other submissions from residents, staff, and others in the community. Willing staff or teachers should assist this team in the accomplishment of these tasks.
- Maintaining a birthday calendar listing the birthdays of all unit residents.

- Posting all necessary unit information where residents can view it, including the day's date and an appropriate thought for each day.
- Addressing individual and community violations in verbal or written form.

All Behavioral Contracts and Personal Growth Experiences (PGEs) are logged with the Unit Facilitator / Information Leader who is responsible for noting when they are completed. Only staff can determine when and if contracts or Personal Growth Experiences are completed satisfactorily.

Creative Energy / Recreation Leader

The Unit Creative Energy / Recreation Leader is responsible for recreational and community activities intended to maintain high morale, positive enjoyment, and good sportsmanship in the unit. The Unit Creative Energy / Recreation Leader must meet daily with the HUM and the Recreation Supervisor to plan and coordinate suitable activities for the unit community and the campus community. The Unit Creative Energy / Recreation Leader is responsible for the following:

- Providing daily affirmations for the resident community.
- Planning special events for the unit (i.e., talent shows, skits, etc.).
- Planning the graduation event/family day.
- Planning and coordinating constructive leisure or social activities for the community.
- Serving as a Welcoming Committee for new community members.
- Reporting on and emphasizing holiday celebrations.
- Taking the lead in developing a community logo and medallion.
- Confronting individual and community violations either in verbal or written form
- Showing support and appreciation for positive behavior by giving affirmations to community members.

Service Team

The Unit Resident Service Team Leader, with the support of the Service Team, is responsible for the general cleanliness and orderliness of the housing unit. All residents are responsible for picking up and putting away things that negatively affect the cleanliness and tidiness of community areas. The Service Team is responsible for tidying up in general, as well as behind, negligent community members. The Service Team will meet daily to discuss pertinent issues. Additional responsibilities assigned to the Service Team are:

- Conducting daily inspections of the unit to ensure that its cleanliness complies with program standards.

- Ensuring that all noted deficiencies in unit cleanliness are corrected.
- Monitoring needed cleaning supplies and returning all items to the HUM or JCO upon completion of tasks.
- Setting up the meeting room for various community activities, including the arrangement of chairs and tables and other equipment.
- Establishing the unit laundry schedule with the assistance of the Unit Vice-President and the HUM.
- Making all residents, who are not complying with established cleanliness standards, aware of this fact either in verbal or written form.
- Making announcements at the evening community meetings regarding general community tidiness.
- Confronting individuals and community violations either in verbal or written form.
- Showing support and appreciation for positive behavior by giving individual or community affirmations.