

December, 2005



**CAMA CONFERENCE, 2006
RACING TO CAMA**

REGISTRATION FEE: \$125.00

DATES: MAY 12-16, 2006

Friday, May 12 — ACA Spring Panel — Hearings/Registration
Saturday, May 13 — ACA Spring Panel — Hearings/Registration
CAMA Welcome Reception
Sunday, May 14 — Registration/full CAMA program
Monday, May 15 — Registration/full CAMA program
Tuesday, May 16 — Workshops/ closing session 10:15 - noon

**LOCATION: Indianapolis Marriott Downtown
350 West Maryland Street
Indianapolis, IN 46225
Phone 317/822-3500
FAX 317/951-0300
Room Rate \$110.00 per room**

More Information and registration form to follow in a Special Newsletter due for release in February, 2006.

Race to make your hotel reservation before February as we "Race to CAMA!"



What's Inside?

Letter from President Dora Gorey
Officer Nomination Solicitation and Nomination Form
Minutes from August, 2005 Business Meeting
The History of CAMA by Scott Renshaw
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ACA Accreditation in Juvenile Corrections by Glen E. McKenzie, Jr.

MESSAGE FROM THE PRESIDENT



December 2005

It is astonishing to realize that it has been four months since my home state was blind-sided by Hurricanes Katrina and Rita. In spite of the national turmoil surrounding the rebuilding efforts, Louisiana's citizens continue their day-to-day lives as best as possible and say thanks everyday for the outpouring of compassion from people like you around the world. I send a heartfelt thanks and a big hug to each and every one of you for your calls, e-mails, notes and donations.

It is time to look forward and make plans to attend our next conference scheduled for May 2006 in Indianapolis, Indiana. Many of you may have attended the ACA winter conference in Indianapolis years ago and may recall that Indianapolis is a great conference city with something for everyone!

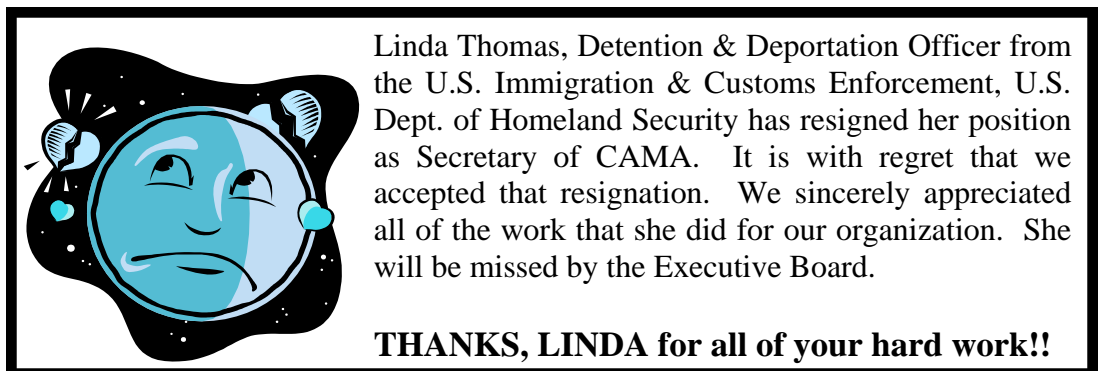
During CAMA's Boston 2005 conference, the Executive Board met with the host committee to learn what the Board could do to strengthen conference activities and make the conferences more beneficial to our membership. The Boston committee's input was right on target and resulted in the development of a new process for conference planning and organization that will make future CAMA conferences better than ever.

In this edition of the Criterion, there is a nomination form for candidates for office. Think about persons you know who would make great leaders for CAMA. Think about running for office yourself! CAMA needs its best and brightest to step forward into leadership roles. Whether you are a new member or a long-term member, matters not. Take an active role and be supportive of CAMA. CAMA is what all of us make it.

I wish the very best to all of you during the holiday season.

Warmly -

Dora Gorey



A Message from our President-Elect, Joe Rion

As I reflect over the past twelve years, I remember the very clear benefits that moved me to join the Correctional Accreditation Manager's Association (CAMA). As a new institutional accreditation manager at a medium security male facility, I had quickly come to realize that I needed help fast! My predecessor had departed suddenly and permanently, so there was no one on the staff to assist me while I became acclimated to my new position. It was with great relief that I discovered there was a professional organization in place with the stated mission of promoting accreditation and assisting staff involved in the accreditation process by providing them with communication and training opportunities. Over the years this relationship has not changed. CAMA continues to be one of the most valuable assets I have when the need arises to seek information or assistance regarding accreditation related issues. I am confident that these feelings are shared by the vast majority of CAMA members.

In accordance with our constitution and by-laws, all CAMA members will soon have the opportunity to participate in one of the most important and far-reaching events in the history of the organization-the selection of the future organizational leaders. These elected representatives serve as the governing body of the organization. These are the folks who make many of the major decisions regarding conference sites, workshop content, networking opportunities, and other organizational benefits. These are your representatives who have been empowered to make many such decisions on your behalf. It goes without saying that the quality of the elected leadership will have a direct impact on the effectiveness and viability of the organization for years to come. With this in mind, the nominating committee of CAMA's Executive Board will be soliciting nominations for the following offices:

President Elect: This person shall serve as the president of the organization at the expiration of the president's term of office. The president functions as the chief executive officer of the association. He/she shall direct the affairs and activities of the association and make an annual report to the membership at the annual training conference. The president-elect shall assume the duties of the president in the event of the absence or disability of the president. In addition, he/she is responsible for ensuring that all actions considered and voted on by CAMA's Executive Board are consistent with the constitution and by-laws of the association.

Secretary: This person is responsible for maintaining all official records of the organization and keeping the minutes at all regular and special meetings. In addition, he/she shall be responsible for notifying the membership of upcoming meetings, events, and conferences.

Treasurer: This person shall be responsible for the maintenance and disbursement of all monies and funds of the association. Funds shall be maintained and managed in accordance with the provisions of the constitution and by-laws and accepted accounting practices.

Criterion Editor: This person shall be responsible for publishing the association's newsletter at a minimum of three times per year.

Regional Director (6 positions): This person shall be responsible for representing the membership and furthering the mission and goals of the organization in one of six designated geographical regions. Specific duties include providing support and assistance to the membership, participation in the planning and execution of functions related to the annual training conference, serving on special committees of CAMA's Executive Board, and soliciting and writing articles for inclusion in the association's newsletter.

Nominations Needed Continued from Page 3

The regions have been established as follows:

Western Region

Alaska
Arizona
California
Idaho
Montana
Nevada
Oregon
Washington
Wyoming

Central Region

Canada
Colorado
Guam
Hawaii
Kansas
Nebraska
New Mexico
North Dakota
South Dakota

North Central Region

Illinois
Indiana
Iowa
Michigan
Minnesota
Missouri
Ohio
Wisconsin

Northeast Region

Connecticut
Maine
Massachusetts
New Hampshire
New York
Rhode Island
Vermont

Mid-Atlantic Region

Delaware
Kentucky
Maryland
New Jersey
Pennsylvania
Virginia
Washington D. C.
West Virginia
Korea
Germany

Southeast Region

Alabama
Arkansas
Florida
Georgia
Louisiana
Mississippi
North Carolina
Puerto Rico
South Carolina
Tennessee

The Solicitation of Candidates form (found on Page 5) has been included in this edition of the newsletter. If you have a personal interest in running for any of the listed offices or if you wish to nominate someone else for one of the offices, please complete the Solicitation of Candidates form and return it in accordance with the instructions on the form. Remember, this is your chance to have a voice in selecting the future leaders of the association.

A huge THANK YOU and Welcome to Theresa Grenier who has agreed to accept the Secretary position through the remainder of Linda's term. We appreciate your willingness to make CAMA all that it can be and recognize the hard work that will be required of you.



Correctional Accreditation Managers Association

Solicitation of Candidates for the 2006 Elections

The CAMA Nominating Committee requests members to submit suggested candidates for officers and regional directors. Members who are interested in running for office are encouraged to submit their own names, too. Positions to be filled are as follows:

Officers:

- President-Elect
- Treasurer
- Secretary

Board of Directors:

- Western Region
- Central Region
- North Central Region
- Northeast Region
- Mid-Atlantic Region
- Southeast Region

**Those elected shall take office in January 2007.

Suggested Candidates

You may suggest as many candidates as you wish. Please copy this form for additional nominations. Please insure that the person you nominate is interested in running for office.

I hereby nominate for the office of: _____

Name: _____

Title/Position: _____

Address: _____

Telephone #: _____ FAX #: _____

E-mail Address: _____

Return this completed form to:

Joe Rion
Nominating Committee Chairman
Northpoint Training Center
P. O. Box 479
Burgin, Kentucky 40310

NO later than January 13, 2006.

CAMA Meeting Minutes- Baltimore, Maryland- August 7, 2005

Attendees: Pam Ploughe, CO; Julie Riley, OH; Clare Armstrong –Seward, NY; Lisa Morris-Howell; Dora Gorey, LA; Jerry Kantlehner; Bob Fray; Garyn Stets; Jennifer Stohr, OH; Gayle Combs, CO; Joe Rion, KY; Michael Bradley; Bob Kennedy, NY; Gary Fillion, NY; Scott Renshaw, NY; Susan Renshaw, NY; Amy Fairbanks, MI; Bruce Denny, MI; Jo Glazier, NY; Parkes Casellberry; Bobby Lumpkin, TX; David Haasenritter, VA; Joe Marchese, NY; Linda Thomas, Washington D.C.

President Dora Gorey called the meeting to order at 2:00 p.m. and welcomed all CAMA members and invited all to introduce themselves.

Clare Armstrong-Seward displayed various CAMA Merchandise (ex: bags, portfolios). All items will be purchased on the CAMA website with prices.

The meeting minutes from the Boston CAMA Conference were accepted.

The Treasurer's report was read. The balances including dividends paid through 8/2/05 are as follows: Checking- \$4,488.87 and Savings - \$41,302.20. The total balance reported to CAM on August 7, 2005 was \$45, 791.07.

New Business

Conferences: Indianapolis Update/ CAMA Conference - Bob Fray discussed the upcoming CAMA Conference in Indianapolis scheduled for May 14 – 16, 2005. It was noted that the conference is scheduled on Mothers Day. The Marriott in downtown Indianapolis has been selected as the host hotel. The facility was built within the past 24 months and is located approximately 8 miles from the airport. The rate is \$110 per night.

Kentucky Update / 2007 CAMA Conference - Joe Rion discussed the upcoming 2007 CAMA Conference scheduled for 2007 in Covington, Kentucky. He explained that Corrections Commissioner John D. Rees is very supportive and has already appointed a Welcome Committee.

Dora Gorey explained that the Executive Committee met and discussed how the organization could be better organized. Each board member will be assigned specific responsibilities so all is organized and nothing falls through the cracks. President Gorey emphasized that as leaders, the Executive Board needs to pull everything together.

Criterion- Elaine Davis has requested articles for the Criterion. The same individuals are submitting articles. It was explained that pictures could be included. The printing of the Criterion has been a problem and needs to be addressed. The poor quality of printing can improve but the cost will increase. All articles must be submitted prior to the printing deadline. Scott Renshaw and Bob Kennedy volunteered to work with Elaine Davis regarding a working group.

Promotional Merchandise- The prices for CAMA merchandise are as follows:

Shirts	Small- - XXX large	\$24.00
Denim	Small- - XXX large	\$30.00
Jacket	Small- - XXX large	\$30.00
Fleece	Small- - XXX large	\$54.00
Portfolio		\$14.00

The group discussed how the merchandise could be marketed. Also, if it would be cost effective to the organization to ship small orders. Amy Fairbanks explained that the Michigan Department of Corrections could coordinate small orders.

ACA Standards Committee- President Gorey discussed the ACA Standards Committee Actions. All standards were approved, revised and cleaned up. Victims Standards were tabled. There appears to be progress regarding training. All updates will be posted on ACA's website.

Continued on Page 7

CAMA Meeting Minutes - Continued from Page 6

2006 Elections - The group discussed the Standard Operating Procedures (SOP) for CAMA Elections. President Gorey encouraged members to recruit individuals to both join CAMA and run for office. Joe Rion volunteered to Chair the Election Committee. The goal is to have at least two individuals run for each position.

Old Business

Welcome Packets - Scott Renshaw discussed the welcome packet for new members. He will share the draft once complete.

Accreditation Manual - Clare Armstrong-Seward should be completed with this task by January 2006. Jo Glazier will assist.

CAMA Website - Clare Armstrong-Seward explained that Phil Fiacco needs assistance. The group discussed what should be included on the website.

Sponsor Partnership - Clare Armstrong-Seward requested that all members pick up brochures. Vendors can volunteer to sponsor at the Platinum or Gold level. An example from Florida was discussed.

Joe Marchese discussed training requests through the National Institute of Corrections (NIC). It was discussed that NIC would not provide funding for CAMA members travel.

The meeting was adjourned at 4:05 p.m.

Minutes submitted by:

Linda S. Thomas, CAMA Secretary
Detention and Deportation Officer
U.S. Immigration and Customs Enforcement
U.S. Department of Homeland Security

The next CAMA General Business Meeting will be held on Sunday, January 29, 2006 at 3:00 p.m. until 5:00 p.m. in Hermitage C/D, Gaylord Opryland Resort and Convention Center



Success
Some people dream of success...
While others wake up and work
hard at it!

THE HISTORY OF CAMA

In 1987, four accreditation managers and Hardy Rauch met in New Orleans at an ACA winter conference to discuss what would become the Correctional Accreditation Managers Association (CAMA). As Director of Standards and Accreditation, Hardy Rauch was interested in bringing together managers to support each other in the accreditation process. Dan McGehee, SC, Parkes Casselbury, TN, Matt Novak, OH and Bill Pardue, GA agreed that an organization would be helpful and Hardy provided the seed money to establish an ACA affiliate. They began discussing accreditation and its inherent difficulties. At that time there were no resources available to assist or train managers of the accreditation process. Individual accreditation managers often felt like a lone ship in the ocean, not really sure if the ship was being guided correctly and certainly unsure of its final destination. In this need, CAMA was created

The new CAMA was born and the core group elected Dan McGehee as president. They agreed to hold a training conference at the Training Academy in Columbia, SC in April 1988. With the total commitment of South Carolina D.O.C. and Dan McGehee, statewide accreditation manager, they developed a training curriculum and offered forums for discussions on many aspects of the accreditation process. This event was the first CAMA meeting and conference. Tennessee stuffed nine people in a van and sent them to the event that forged a strong relationship between the two state's managers. For those without seasoned accreditation experts to guide the professionals involved in accreditation, CAMA was a perfect solution for networking. No longer alone to manage accreditation, alliances were formed — someone to call and share an idea or a form or to ask how to do a task.

The 2nd Annual CAMA Training Conference held in Nashville, TN was attended by 176 individuals from around the USA. The Tennessee D.O.C. hosted this event with locals, Chuck Reusing, J.R. Miller and Parkes Casselbury coordinating the program. Tours of accredited facilities and networking opportunities highlighted the occasion. Plaintiffs' attorneys for adult and juvenile class action lawsuits and attorney Betty Adams Green (who later became a judge and president of ACA) participated in a forum regarding the significant benefits of accreditation in litigation. They also had CAMA's first statewide accreditation managers' workshop that included central office managers from South Carolina, Tennessee, Indiana, Ohio, Georgia, Arkansas (OR ALASKA??) and Oklahoma.

The staff at ACA could not have been more helpful to our organization getting started. Standards and Accreditation Director Hardy Rauch and then Assistant Director Jeff Washington and Chair of the Commission on Accreditation Wayne Huggins assisted in every way, including hosting an awards breakfast. They saw the group as an excellent resource to train future auditors and provide the standards committee and ACA with knowledge about improving the process.

At this time CAMA had many good leaders many of whom became CAMA officers such as Dan McGehee, SC, Parkes Casselbury, TN, Barbara LaGrave, NY, Jeff Rogers, KY, Matt Novak, OH, Jeannette Kinker Vigil, NM, Dick Stewart, CO, Mary McHatton, IN, Justin Taylor, NY, Andrea Goldberg, NH, and Mary Hardy Hall, IL. These folks were very visible at each of the accreditation hearings and ACA conferences. CAMA officers were always in someone's ear about something related to making accreditation and CAMA better.

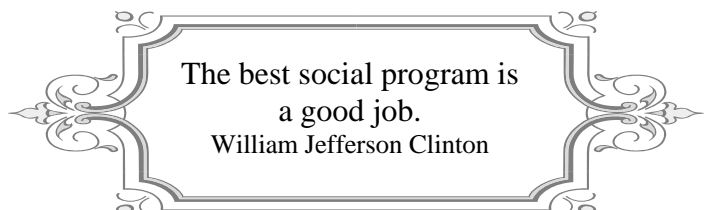
The 1991 ACA Winter Conference began a new milestone for CAMA. We had our first representative at that ACA Conference in attendance at the Standards Committee Meeting. To date, CAMA continues to have a representative at ACA Standard Committee meetings. This was the first step to CAMA becoming an influential grassroots voice for the development of the process.

A focus of this association has been on making its conference affordable for all members. Each of the early annual CAMA training conferences were held in smaller venues but none-the-less were well attended. A few of the conference cities were Tulsa, Louisville, and Niagara Falls with the biggest conferences occurring in New Orleans on three separate occasions. Richard Stalder, LA, (currently the Secretary of Corrections in Louisiana) one of the staunchest promoters of accreditation in the USA, came to CAMA at the conference in Louisville in 1992 and has been active since. His staff has been very active in hosting conferences as well as holding officer positions. D.O.C. Commissioner, Reginald Wilkinson, OH and DYS Director Geno Natalucci-Persichetti, OH have also hosted conferences and supported an affiliate of CAMA for the state of Ohio.

Over the years there have been many who have been actively involved in CAMA and have given much of their personal time so that CAMA could grow and become the effective organization it is today.

By Scott Renshaw, Lt.
Gouverneur Correctional Facility
New York State

Special thanks go out to Past Presidents Parkes Casselbury, Jeff Rogers, and Dan McGehee for their time and effort that went into researching and putting this article together.



Good Morning from Montgomery County Maryland.....

I am in the process of writing a policy and procedure on the Prison Rape Elimination Act (PREA). I seek any assistance that you may have. If you are willing to share your information with the Montgomery County Maryland Department of Correction and Rehabilitation, I would truly appreciate it. Please either send the information to me electronically or send directly to the address below. Thank you all, once again, for your assistance. Many of you have been invaluable in networking with our agency.

If any of you need assistance in any area of Accreditations and Corrections (in general), please do not hesitate to contact me. **I will get you an answer!**

Sgt. Randall S. Wylie, Accreditation Manager

Montgomery County Correctional Facility

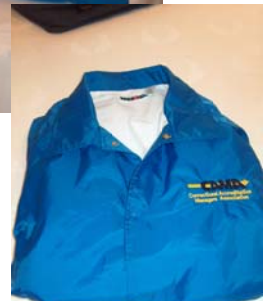
22880 Whelan Lane

Boys, MD 20841

randall.wylie@montgomerycountymd.gov



CAMA's Logo Items For Sale!



Contact Clare Armstrong-Seward for more information and ordering.
clare@frontiernet.net

STEPS TO A SUCCESSFUL AUDIT

When I was a newly-appointed accreditation manager, I often wondered what to expect at my future audit. After experiencing a number of them, I can now answer.

First, you should know that auditors are people just like you. Instead of descending from Mount Olympus on high, auditors have to travel to an airport, deal with security, make flight connections, retrieve their luggage, meet up with their fellow auditors, then plan to spend the next several days conducting a high intensity, high visibility review and assessment of the totality of a facility, staff, and operation they have never seen before. Compared to this, your job is easy. And if you make the auditor's job easier, you will increase the odds of a smooth, successful audit. Your regional manager will give you the names and contact information for your auditors. From there, it's up to you to pick up the phone and get things rolling.

First you should call the audit chairperson. He/she is expecting your call, and has basic information about your agency from your regional manager. Introduce yourself and answer any questions the chairperson may have. During this time you can develop a sense of what the auditors are like. Some auditors are easygoing and friendly, while others are officious and "all business," and the whole range in between. You will get subtle clues as to the auditor's expectations, giving you an idea of what to expect at your audit. Listen and learn.

The audit chairperson will request certain information from you. You should ask whether there is any other information the auditors would like. Also, at this point you will start to pin down the logistics for the audit, such as:

1. What is the auditor's flight number? When/where arriving? (You need to arrange for someone to pick up the auditors at the airport.)
2. Since you will be making the auditor's hotel reservations, ask:
 - a. Smoking/nonsmoking? (If the auditor is a smoker, do you have a plan to accommodate that need at your facility during the audit?)
 - b. Any special dietary requirements (diabetic, low sodium/fat, kosher, etc.)? Restaurant preferences?
 - c. Any special needs (accessibility, etc.)?
 - d. Any other information, hotel amenities desired (size of bed, pool, workout facilities, online access, proximity to shopping, etc.)?
3. Is there anything the auditors would like to see/do on the Sunday before the audit? (You are the host for the audit team and an ambassador for your agency and your locality. You should be prepared to highlight any local area

attractions such as historic sites, shopping/entertainment venues, and so on. If the auditors express interest in these types of things, you should handle the arrangements.)

A note about expenses: The ACA pays auditors a per diem for food and an honorarium for their work, as well as their hotel expenses. Be sure to follow the auditor's instructions regarding hotel price range. The auditor will arrange for his/her own air transport. Your agency is responsible for ground transport from the airport to the hotel, from the hotel to the agency, and to anywhere else during the audit. You should arrange for ground transportation availability on a continuous basis during the time the auditors are present in your area. (Some auditors prefer to rent a vehicle at their own expense.)

After contacting the audit team chair, you will then make phone contact with the other audit team members, asking them the same questions above. When you have made accommodations and transportation arrangements for the audit team, be sure to contact the audit team members and relay this information. You should also send them hard copy of hotel confirmations, and a folder with information about area tourist attractions. You will probably have to make hotel reservations on your own credit card and then have the auditors change the billing information at the hotel desk upon their arrival. It is also good to include ID photos (labeled with name, title, and phone numbers) of yourself, your agency's administrative staff, staff who will be providing ground transport, unit heads, and any other key people who will be in contact with the auditors during the audit. Some accreditation managers go all out and compose a detailed "welcome book" about the history of their agency, programs, etc. This is up to you, if you feel ambitious. A folder containing your agency's public informational brochures, booklets, etc. may be of interest to the auditors.

You should arrange for a staff member from your agency to act as an assistant/escort/chauffeur for each auditor, to be available during the entire time the audit team is present in your area. These staff should be capable of being good ambassadors for your agency, professional, and knowledgeable about your agency and concepts of accreditation. If possible it is a good idea to try and match up the escort with the auditor's interests, expertise, personality and background so that they will establish good rapport. Your agency head and other senior team members should also plan to be "on call" and continuously available during the entire audit period.

ACA requires that your agency post a notice that your agency is a candidate for accreditation. (See appendix B in the AGENCY MANUAL OF

Continued on Page 11

ACCREDITATION POLICY AND PROCEDURE.) This should be posted at least 10 days before the audit, and should be posted in the public lobby, and at other prominent locations. This posting invites outside parties (offenders, lawyers, public, other agencies, etc.) to comment or provide information about your agency to the ACA.

Pickup — Most often, auditors arrive on the Saturday before the audit. (Audits usually begin on Monday.) You should be sure that you have made arrangements for the auditors to be picked up at the airport. Sometimes the auditors will arrive together, but most likely they will be coming on separate flights, at separate times. It is a good idea to prepare a sign or banner of some kind with the auditors' name(s) so that they can recognize you. Today in most airports, pickup occurs at the baggage claim area. You will need a vehicle that is large enough to hold all the auditors and several pieces of luggage for each. Whether this is your personal vehicle or an agency vehicle, it should be clean. This is "first impressions" time and you want to get off on the right foot.

From the airport you will drive the auditors to their hotel. The auditors will be travel-weary and will probably want to settle in and unpack. Determine whether the auditors want to make arrangements for lunch and/or dinner. Your auditors may want to meet privately between themselves as well (in some cases the auditors have not met one another before). You may discover interesting things about the auditors as they introduce themselves to each other. Listen and learn.

You should also give the auditors a packet of information about your agency, including any information they have requested.

It is a good idea to keep a log of all activities with the auditors (who escorted whom, where/when, significant events, etc.) This will make a handy record for future accreditation managers in your agency to review when preparing for future audits, as well as to document what the audit was like and what auditors noticed and focused on.

Before the Audit, be available to the auditors at any time, should they need transportation or any information. (Leave your phone/cell/pager number, etc.) The Sunday before the audit is a good day to show the auditors any local area attractions, escort them to shop for personal needs, etc. (For example, auditors from other climates may not have adequate clothing (coats, hats, gloves, etc.) for your area.) The auditors may want to split up so you should have an escort/chauffeur available for each one.

It is sometimes customary to have an informal meal with the auditors, you, and your agency heads, at a local restaurant or at someone's home (backyard barbecue, etc.) This is an opportunity to get better acquainted. Remember that the auditors are learning about you and your staff and taking your measure, just as you are about them, during this time. This is an informal social time. Do not "talk shop" about the accreditation process or the audit, unless the auditors bring it up. It is customary to talk of past personal experiences in corrections. (Another good topic is your local area, its history, culture, and attractions.) You will find that some auditors enjoy talking about themselves and their experiences. If so, listen and learn.

Picking up the tab — the auditors should pay their own meal bill and other personal expenses, unless you have agreed otherwise. Auditors pay close attention to these details, to avoid the appearance of impropriety during the audit. After dropping the auditors at their hotel, you should go home and try to get a good night's sleep, or take care of any last-minute details. In the morning, it's show time.

Audit Day One — Today it's formal, from the first moment of contact. Pick up the auditors at their hotel, in plenty of time to arrive at the agency in time for the audit to begin.

Your agency staff should behave like "company's coming." Things should be clean and orderly. First impressions are important. Some auditors say "the audit begins in the parking lot when the auditor steps out of the car." You should follow all customary check-in procedures at the facility gate, searches, visitor pass issuance, etc. Know that from this point the auditors are watching you and your agency's performance, to see that your staff follows agency procedure.

The audit chair may also want statistical information such as current population, offense types, etc. as of the day of the audit. You should also have ready a "Significant Incident Summary" (Appendix G in the AGENCY MANUAL OF ACCREDITATION POLICY AND PROCEDURE) to give to the chair. Since auditors may ask for various obscure compilations of data, you should have several administrative staff standing by during the audit to go through agency records and rapidly compile statistics/information at a moment's notice.

Entrance Interview — Your agency head and administrators should plan to meet with the auditors at this time. The auditors will briefly introduce themselves and discuss the audit process. Your agency administrators will no doubt want to make a statement as well. This meeting should not last very long, then the formalities are over and you will be "on." The audit has begun.

Note that the auditors will want to have a record (with full titles) of all staff in attendance at the entrance interview. The auditors will also want to have a record of any staff and/or offenders with whom they interact during the audit. You and those acting as escorts should be continuously recording and compiling this information for the auditors.

Facility Tour — At this point you will begin to tour the auditors through your agency. (If your agency has multiple locations, the auditors may elect to split up and cover different areas at once.) You should have or be a lead tour guide, taking the auditors through the entire facility, describing what is done there. Auditors will be observing intently, asking questions, and making notes. You should arrange to have knowledgeable people on hand to answer those questions and give in-depth explanations of special areas. You should also arrange to have an adequate security escort with keys and communications capability to take you wherever the auditors may wish to go. Auditors may become "nosy" and deviate from the planned tour route, asking to examine particular areas or to open little-used doors, passages, or access panels. Remember that they are corrections professionals who know all about facility idiosyncrasies and "hiding spots." Don't try to hide anything. It will probably be found. Auditors are alert to whether staff are trying to steer them away from something or someplace. Be aware that the auditors are already assessing your agency's compliance with the standards, judging by what they are seeing, and that observations from the facility tour will outweigh any documentation you have placed in your files. As a result, auditors may make a finding of noncompliance on a standard, based on their tour observations, without bothering to examine the file. So be sure the facility and staff are on their toes.

Logs must be up to date, checklists, inspection reports, all daily and routine documentation should be in order as an auditor may pick up and examine anything at any time. This is also an opportunity for your facility to shine, and show off what you do. Hopefully you will be gratified to see the auditors expressing admiration and growing respect for your agency, or even asking for copies of procedures, logs, equipment, etc., so that they can emulate it at their home agency. Let your staff and your facility show their stuff and demonstrate why they are among the best in the business.

You should have a lead team of 2-3 staff going ahead of each audit tour, to police the area, make sure logs/equipment are squared away, fire exits unblocked, doors properly secured, etc. You don't want any unfortunate embarrassments due to individual staff lapses.

Pay particular attention to tool and chemical control, as these are frequent bugbears. Keep in mind that

the auditors are judging things solely by the outlook of the standards, not what is expedient or convenient for the facility. Tell them how your facility does things to meet and/or exceed the standards.

At this point all your preparations are at an end. Things will start to occur as they will, beyond your control. You cannot and should not try to control or filter what staff and offenders, etc. say to the auditor. At this point, you are simply the tour guide.

If any problems come up during the audit, don't lose heart. The auditors appreciate how significant the accreditation is to you. They will try to work with you. Be positive, try to find solutions, show a desire to learn and understand from the auditor. Don't be defensive or argumentative (and sometimes that is a hard thing, "explaining" can turn to "arguing" pretty fast.) Remember that the auditors "make their call" on things and that you have no leverage for arguing. Bite your tongue and save any arguments for the "appeal" process after the audit. One of the best responses is to try and present additional information, to ensure that the auditor properly understands the issue, correcting any erroneous impressions. Above all, keep in mind that the auditors want to accredit the facility. Work with them, just as you would with your own senior administrative staff. Often the auditor will directly tell you what he/she needs to see in order to find compliance. The auditor may want you to jump through some hoops, just to see how you react. Don't argue, get/do it.

By the time the facility tour ends, you and the auditors will probably want to have lunch, and then the auditors will begin looking at your files. Determine whether the auditors want to eat lunch in the facility, have it delivered to the audit room, break for a trip to a restaurant, or have takeout ordered in.

File Review — The auditors will sequester themselves in the audit room with your files. You should have your files arranged in labeled sections on the table, along with writing paper, pens, pencils, highlighters, and sticky notes for the auditors to use. Your document table should be complete with facility manuals, maps, schematics, sample offender files, etc.

The file room should be provisioned with coffee, water, soda, snack items, etc. (Also arrange for these items to be refreshed each morning and afternoon.) It is a good idea to have a map or sign indicating the location of a restroom. A phone should be accessible to the room. You

and your assistants should be standing by in case the auditors come out of the room to ask questions or seek additional information.

CAMA Vendor Partnership Program

CAMA members are the leaders and future leaders of the correctional profession. Their influence impacts every level of the vocation, including policy development and implementation and purchase recommendations to achieve these goals.

Accreditation addresses every component of the vocation such as institutions, work camps, community corrections, treatment centers, field services and correctional alternatives for both juveniles and adults. Standards address safety, security, food service, housekeeping, administration, training, equipment, education, supplies, maintenance, and every purchase for the operation of an agency. In recognition of this encompassing mission, CAMA is seeking vendors to formulate partnerships for the achievement of accreditation goals. Three levels of partnership have been established with corresponding benefits to satisfy the vendor's needs. Each level allows our partners to enjoy progressive privileges and the opportunity to support our scholarship program. Also, we value our vendors so much we have established an executive board position for a vendor representative to assist us in addressing your business needs. Businesses are urged to contact our Executive Director the Regional Director for their area.



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ACA ACCREDITATION IN JUVENILE CORRECTIONS

At the risk of overusing a cliché: the children are our future. Of the approximately 70.2 million youths in the country, nearly 3 million will be arrested each year. And arrests continue to rise. Some youths will be released to their homes, but many will be placed on probation, sent to community residential facilities or remanded to any one of the more than 400 secure juvenile facilities in the United States. According to the Office of Juvenile Justice and Delinquency Prevention, in October 1999, 108,931 juvenile offenders were in residential placement. In October 2002, there was a total of 110,284 offenders younger than 21 in residential facilities, OJJDP reported. Often, these youths are confined to stark environments for varying lengths of time. Their freedom of individual choices and personal preferences immediately will be interrupted. Whenever these young people are released from supervision and reenter communities, their impact will be felt and they will be part of everyone's future.

Many years ago, the American Correctional Association began bringing correctional experts

together in an effort to improve the quality of confinement and services to incarcerated individuals. ACA's Web site explains that the Association is the oldest and largest international correctional association in the world dedicated to excellence in every aspect. How can corrections professionals ensure that the resources invested to protect the public, habilitate juveniles and help them re-establish themselves into the nation's communities are best used? How can it be assured that these large expenditures and efforts are best spent to help bring about a positive and lasting change in these youths? How can society ensure that these youths become responsible and productive citizens? That can be done by ensuring that all juvenile facilities operate at a level that meets at least minimal national correctional standards. Why should correctional facilities meet national standards? Because private taxpaying citizens get to pay for these facilities both locally and at the state/federal level. Taxpayers are investing in the future even though they may not realize it. Does it not make sense to get the most out of all investments?

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The first thing the auditors will do is review all the mandatory standard compliance files. (If one of the mandatory standards is noncompliant there's no point continuing the audit.) So have them collected and ready. Usually auditors will tell you in advance if they find something lacking, to give you a chance to fix it.

The audit file room should be capable of being secured overnight, with all the compliance files, paperwork, etc. on the table as the auditors break for the day.

Audit Day Two — Day two of the audit consists of ongoing file review. The auditors will also want to privately interview selected staff and offenders. They may ask to return to certain areas of the facility to examine something more closely. The auditors may want to spend extended time interviewing offenders, and may even sit down with offenders to eat in the dining hall. You will have to let the facility speak for itself. Auditors are experienced correctional professionals and will give appropriate weight to good and bad comments have from individual staff and offenders.

The auditors may want to come in early or stay late, to ensure encountering all shifts at the facility. Auditors may also wish to take the files back to their hotel to review.

Depending on the set of standards you are using, the audit may end on day two (see below). Otherwise, at the end of the second day the auditors will usually give you a briefing about any problems, and/or the status of things.

Sometimes an actual incident (offender disturbance, medical emergency, use of force situation, fire alarm, etc.) may occur. The auditors may want to observe the facility response in action. Auditors may also request that a drill be performed.

Audit Final Day — The auditors will probably need to check out of their hotel this morning when you pick them up. Be sure to have a vehicle that can transport all of the luggage and have arrangements for securing the luggage until the end of the day.

Keep in mind that you are not responsible for the auditors' time management during the audit. If they want extended conversations, interviews, demonstrations, or facility tours, let them. If on the last day they are reviewing files with one eye on the clock, with a plane to catch at the end of the day, the tendency for any "picky" rulings may subside.

During this time the audit chairperson is drafting the initial copy of the facility accreditation report. He/she is also responsible for tallying the totals of standard compliance. You may be called in to assist the chairperson with counting, calculating, etc. while the other auditors continue to review files.

Generally, the auditors will have a short "executive session" with you and your administrative team. This will be a candid verbal report summarizing what the auditors plan to say, and reviewing significant findings.

Exit Interview — When the auditors have completed reviewing the files, they will meet with you and your agency head, and any staff the agency head wishes to attend. Most agencies make this a staff meeting for all agency staff. The auditor will speak in general terms about the audit findings and try to leave the agency rank and file with a positive feeling about the audit experience.

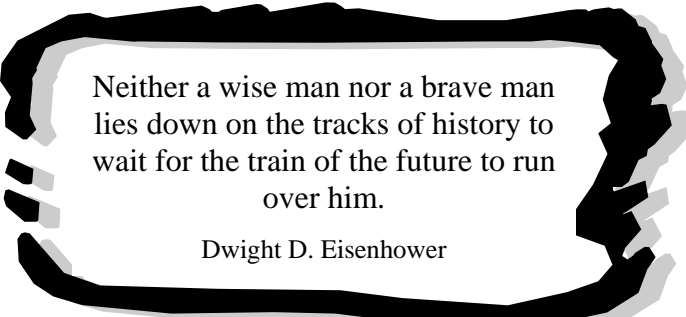
The auditors will want to have an audiotape of the exit interview, so arrange to have a tape recorder going. You should also have a second tape recorder going, making your own original copy. The auditors will want a list of all staff in attendance at the exit interview, with full titles.

Your agency head will probably want to make a speech, which should include profuse praise for you and your efforts. You've earned it.

Sometimes it is customary to give the auditors "souvenir" type items such as agency cups, caps, patches, etc. at this point, although it is not required.

Conclusion of Audit — When the exit interview concludes, the audit is over. Help the auditors gather their materials and luggage, and drive them to the airport. Shake hands and wave farewell. You will probably sleep very soundly the night after your audit.

Written by David S. Bornus, a Management Analyst for the Minnesota Department of Corrections' Policy and Legal Services and the author of THE CORRECTIONAL ACCREDITATION MANAGER'S HANDBOOK, available from Amazon.com.



Neither a wise man nor a brave man
lies down on the tracks of history to
wait for the train of the future to run
over him.

Dwight D. Eisenhower

There are many tools society uses to enforce morals and social standards and attempt to deter crime. When communities have to depend on resources outside their control, reliance is made on county and/or state/federal resources. Some communities use county-operated probation systems, while other communities depend on federal-level resources. The most expensive tools used to protect the public and attempt to control unlawful acts by youths are today's juvenile correctional institutions. Currently, there are 413 public and private secure juvenile facilities, according to ACA. There are approximately 34,000 male and female juveniles confined in juvenile training schools. ACA also reports that juvenile justice budgets for the nation for 2002 totaled nearly \$7.5 billion. Nationally, the average daily cost per youth is more than \$170 each day. Each taxpaying citizen shoulders a piece of this tremendous cost in an attempt to control crime and rehabilitate juvenile offenders. Of course, the cost of this impact to society has yet to be accurately estimated. Because of the phenomenally high cost of this public safety necessity, citizens should continue to demand the best results for their hard earned money. National correctional standards provide a benchmark for institutions to demonstrate their ability to meet public expectations.

Correctional Standards Guarantee High Quality

With such tremendous operating/capital costs, it makes good fiscal sense to ensure that juvenile institutions operate at a high level. The better a juvenile correctional institution operates, the better service is provided. The better corrections professionals can help these youths increase their interpersonal skills, make better pro-social choices and help them learn from past mistakes, the more likely it is that they will become more interested in adhering to positive community norms and becoming positive and productive community members. The accreditation process promoted by ACA is the best, most comprehensive tool available to public and private correctional administrators and legislative entities to help ensure that all levels of operations are performing at a standard of national prominence. For public and private juvenile correctional facilities, the juvenile training school ACA minimum standards provide just such a tool.

ACA reports that of the more than 400 secure public and private juvenile facilities, approximately 20 percent are ACA accredited. It is by their own virtue and self-encouragement (agency directives) or court orders that these ACA-accredited facilities demonstrate that the executives, administrators and other correctional employees are good stewards of public resources, provide juveniles a chance to change their lives for the better and have shown compliance with the minimum national correctional standards. These executives, correctional administrators and employees have done a fantastic job. They do not necessarily get paid higher salaries to participate in the accreditation process, nor do they receive promotions. They are simply dedicated field generals who want to do the right thing. These professionals have committed themselves to helping others, often at the expense of their own families. No matter how many accolades they receive, they really do not get the appreciation they deserve. Through accreditation, they are helping to create an environment in which many young people can change their lives and become productive and even prominent members of society. These correctional administrators and professionals may get thank you letters or phone calls expressing gratitude from juveniles who had been in their care, custody and control, but society falls short of truly recognizing these fine individuals. They know how it feels to be a part of young people's lives who have turned themselves around in a positive and successful manner. They carry a lot of responsibilities and liability.

What to Expect

The ACA accreditation process involves providing outside experts access to all facility areas. These experts make an impartial and objective assessment of the facility's operations. The juvenile training school standards address many areas that include numerous items of importance, such as:

- ◆ Administrative and management concerns — administrative Fiscal, personnel, training/staff development, juvenile records, information systems, citizen involvement and volunteers;
- ◆ Physical plant concerns — building and safety codes, size, organization and location of the facility, juvenile housing, environmental conditions, program and service areas, administrative and staff areas, and security; issues;

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- ◆ Institutional operations — security and control, safety and emergency procedures, rules and discipline, juvenile rights and special management issues;
- ◆ Facility services — food service, sanitation and hygiene, and health care; and
- ◆ Juvenile services — reception and orientation, classification, social service, academic, vocational and work, library, recreational and activities, religious programs, mail, telephone, visiting and release.

These standards address major areas of concern that many corrections professionals for many years have determined to be of great importance to the operation of successful juvenile correctional facilities. The accreditation review process culminates with a detailed description of the experts' perceptions of the facility's conditions of confinement and the overall quality of life. Auditors must be able to make professional judgments based on written documentation, personal observations and interactions with youths and staff alike. Auditors must be able to articulately describe positive elements of a program as well as be able to outline the areas that may be in need of improvement. This detailed review evaluates matters that suggest what it might be like for a youth confined in the juvenile correctional facility. From an administrator's perspective, the agency director/facility administrator expects a high degree of professionalism from the tenured correctional auditor to provide an objective, unbiased and thorough review.

Benefits

A good administrator will use the ACA accreditation process as a supplement to his or her own quality assurance systems. Good administrators will have the desire to be involved in the ACA accreditation process, while simultaneously developing and refining their own control systems. Generally, institutions have some type of quality assurance systems in place. In some agencies, internal control systems are able to capture information related to various times of the day, week or month when incidents are higher and names of individuals who have a high rate of referring youths to security units. Advanced correlations may be drawn from this information to see if trends or other predictions can be accurately made; however, this is

after the fact. Often, control/information systems look at a small slice of operations. As an example, an internal audit department may review security operations but the review does not typically look at the entire security operation side — the institution risk-management concerns may be reviewed but only from a narrow perspective. The ACA accreditation process is the best tool available that provides a complete and comprehensive assessment of total facility operations.

In summary, by taking the opportunity to be involved in the accreditation process, correctional administrators can expect to reap numerous benefits, such as those outlined in the Standards and Accreditation section of ACA's Web site:

- ◆ Improved staff training and development (pre-service, inservice and specialized training curriculums based on systematically developed training plans);
- ◆ Assessment of the program's strengths and weaknesses;
- ◆ A defense against lawsuits — accredited agencies have a stronger defense against litigation through documentation and the demonstration of a "good faith" effort to improve conditions of confinement;
- ◆ Establishment of measurable criteria for upgrading operations (continual agency policy review and procedure to make improvements);
- ◆ Improved staff morale and professionalism — accreditation is awarded to the "best of the best" in the corrections field. Staff have a better understanding of policies and procedures. This contributes to improved working conditions for staff;
- ◆ Safer environment for staff and offenders — administrative, line staff and volunteers, as well as offenders, benefit from increased accountability, attention to physical plant issues and security procedures;
- ◆ Reduced liability insurance costs — as an incentive for agencies willing to participate in ACA's national accreditation program, some insurance companies offer a reduction on liability insurance premiums to accredited facilities. Adherence to nationally recognized standards for fire, safety, health and training reduce claim expenses, allowing up to a 10 percent credit on

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- liability insurance premiums. In most cases, the resulting savings on insurance premiums more than offset the actual cost of accreditation; and
- ◆ Performance-based benefits — performance-based standards provide data that can be used in the day-to-day management of the facility, reducing the occurrence of significant events. Accredited agencies, such as health care facilities, will find it easier to recruit and retain health care professionals. Not only does compliance provide agencies with a cost effective, pro-active approach to offender health care, but it also can be used to justify requests for additional funding.

By taking the opportunity to be involved in the accreditation process, correctional administrators can expect to reap numerous benefits.

Administrators probably have been heard stating that the accreditation process is only a paper chase and really does not prove anything, that it is not really necessary. That is, until these same administrators have been involved in the accreditation process. During this process, they have said that it really has opened their eyes and exposed them to facility operations that previously had not been closely observed. After the process, these administrators have stated that accreditation was the best method of process improvement that they had ever been involved in. It provided them opportunities to take a look at detailed operations previously taken for granted. They have said that the process helped their employees work together and that they gained an awareness of all aspects of the facility’s day-to-day operations.

The process helped them to review everyday practices and sharpen the focus to continually operate and manage a safe and secure environment in which youths have an opportunity to learn many life lessons not previously known. Juvenile corrections professionals are working to help young people who have gone astray. That is why dedicated individuals are in the juvenile corrections business. The profession exists to help these youths, not the other way around. Give them a better chance to have successful lives. Give accreditation a chance. Work together to achieve lasting improvements in the conditions of confinement for juveniles in this country.

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*Being a politician is a poor profession.
Being a public servant is a noble one.*

Herbert Hoover

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