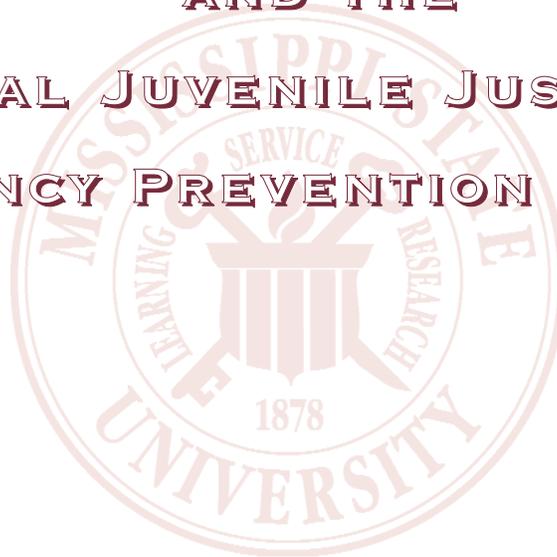


ASSESSING THE COST OF COMPLIANCE

**COST ANALYSIS OF JUVENILE DETENTION
FACILITY COMPLIANCE WITH SECTION 4
OF THE
MISSISSIPPI JUVENILE DELINQUENT
PREVENTION ACT OF 2006
(HOUSE BILL 199)**

**AND THE
FEDERAL JUVENILE JUSTICE AND
DELINQUENCY PREVENTION ACT OF 2002**



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November 2006**

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Cost Analysis of Juvenile Detention Facility Compliance
with Section 4 of the Mississippi Juvenile
Delinquent Prevention Act of 2006 (House Bill 199)
and the federal Juvenile Justice and Delinquency
Prevention Act of 2002

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This project was funded under grant number 03JP4011 awarded by the Office of Juvenile Justice and Delinquency Prevention, Office of Justice Programs, U.S. Department of Justice to the Division of Public Safety Planning, Mississippi Department of Public Safety through a sub-grant to Mississippi State University. Cost data was provided by detention center directors, and we relied upon them for accurate information and justification of needs. Not all detention center directors fully participated in the cost study; therefore, our findings are estimates based on available information. Points of view, opinions expressed, findings and recommendations are those of the authors and do not necessarily reflect the official position of the U.S. Department of Justice or the Mississippi Department of Public Safety.

EXECUTIVE SUMMARY

In 2002, Mississippi established a Juvenile Detention Facilities Task Force. The task force was comprised of leading experts and stakeholders in the areas of juvenile justice and youth services. The task force sought to examine the current state of Mississippi juvenile detention facilities and to make recommendations with regard to basic minimum requirements pertaining to the operation of juvenile detention centers. Subsequently, these recommendations were adopted as part of Senate Bill 2894, what has become known as the Juvenile Justice Reform Act of 2005.

This legislation mandated specific guidelines for the operation of juvenile detention facilities. Additionally, the law creates a monitoring unit to assess compliance with the guidelines. More recently, the Mississippi Legislature passed House Bill 199. This legislation further clarified and augmented the guidelines for minimum standards of operation for Mississippi's juvenile detention centers.

Currently, Mississippi has 17 operational juvenile detention centers (and two functional juvenile holding facilities). These centers are dispersed across the state, and they vary considerably in size, scope of operation, services, and access to resources. Not surprisingly, there is also tremendous variation with regard to how close current facilities are to being in compliance with newly mandated guidelines.

Last year, officials from Mississippi's Department of Public Safety and Planning contracted with a team of researchers from Mississippi State University's Social Science Research Center to assess how far each detention facility was from being in compliance. A detailed study was produced assessing the needs of each facility based on current legislative guidelines. After the report entitled "Juvenile Detention Monitoring in Mississippi – Report on Facility Compliance

with Section 5 of the Juvenile Justice Reform Act of 2005 (Senate Bill 2894” was published (January 2006), Drs. Robertson and Dunaway were asked to conduct a cost analysis regarding the individual needs for each detention center to comply with the mandated minimum operational guidelines. This document reveals our cost analysis estimate.

Our study was guided by the following goals: 1) Identify and calculate all costs related to fully compliant facilities, 2) Increase understanding of the financial costs of full compliance, 3) Examine financial scenarios and resulting impacts of full compliance with laws, 4) Recognize and remedy facility inefficiencies and enhance operations, 5) Encourage a positive future direction with financial assistance for compliance, 6) Improve interaction and uniformity among Mississippi juvenile detention centers, and 7) Illustrate the benefits of full compliance with minimum standards. To achieve these goals, we gathered data and estimated costs for compliance with Federal and State regulations. We utilized a number of standard research methods to collect this information including focus groups, surveys, and interviews. Project activities included:

- Regional meetings with center directors to inform them of minimum standards.
- Distribution of worksheets and other information to assist center directors in identifying needs and associated costs.
- Follow-up contacts for data collection.
- Assisting directors in estimating facility needs and costs.
- Collecting budgetary information to determine costs per bed.

Ultimately, by conducting the cost analysis, several needs among the detention centers were discovered. Of these, three common categories emerged: 1) personnel; 2) facility construction; and 3) equipment and technology; programs and services arose as a fourth category after reviewing past research. Our figures are based on current estimates of the cost of individual items. It should be noted, however, that many costs are susceptible to market fluctuations which may make the actual cost different in time. Therefore, we view these estimates as a conservative

approximation of the total costs. The results of our cost analysis lead us to the following estimates:

Total Cost Estimate of Personnel Needs:	\$ 1,151,393
Total Cost Estimate of Facility Construction Needs:	\$ 5,722,628
Total Cost Estimate of Equipment/Technology Needs:	\$ 294,224
Requested Compliance Needs Grand Total:	\$ 7,168,245

Based on our findings we make the following recommendations:

- We recommend juvenile detention facilities be provided funding to acquire additional staff to ensure the well-being of incarcerated youth and the safety of detention staff. In addition, salaries should be increased at specific facilities to ensure the retention and recruitment of quality staff and to provide a greater level of safety to both juveniles and other staff.
- We recommend the state of Mississippi provide funds for detention facility construction initiatives to improve conditions of confinement and to ensure the secure detention of juveniles.
- We recommend the acquisition of online booking systems, surveillance systems, and other technology and equipment to decrease the inefficiency of some traditional methods, and speed the delivery of service. This would also assist each facility in spending more time focusing on the effective programs for rehabilitating juveniles.
- We recommend that juvenile detention administrators form partnerships with youth service organizations in their communities that provide several cultural and gender-specific programs, such as Families First Resource Centers.
- We recommend that the State of Mississippi create a Juvenile Detention Facilities compliance and enhancement fund. This fund would serve to match local expenditures for costs associated with compliance. We further recommend that this fund be used for non-recurring costs (facility renovation; equipment purchases; etc.).

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INTRODUCTION

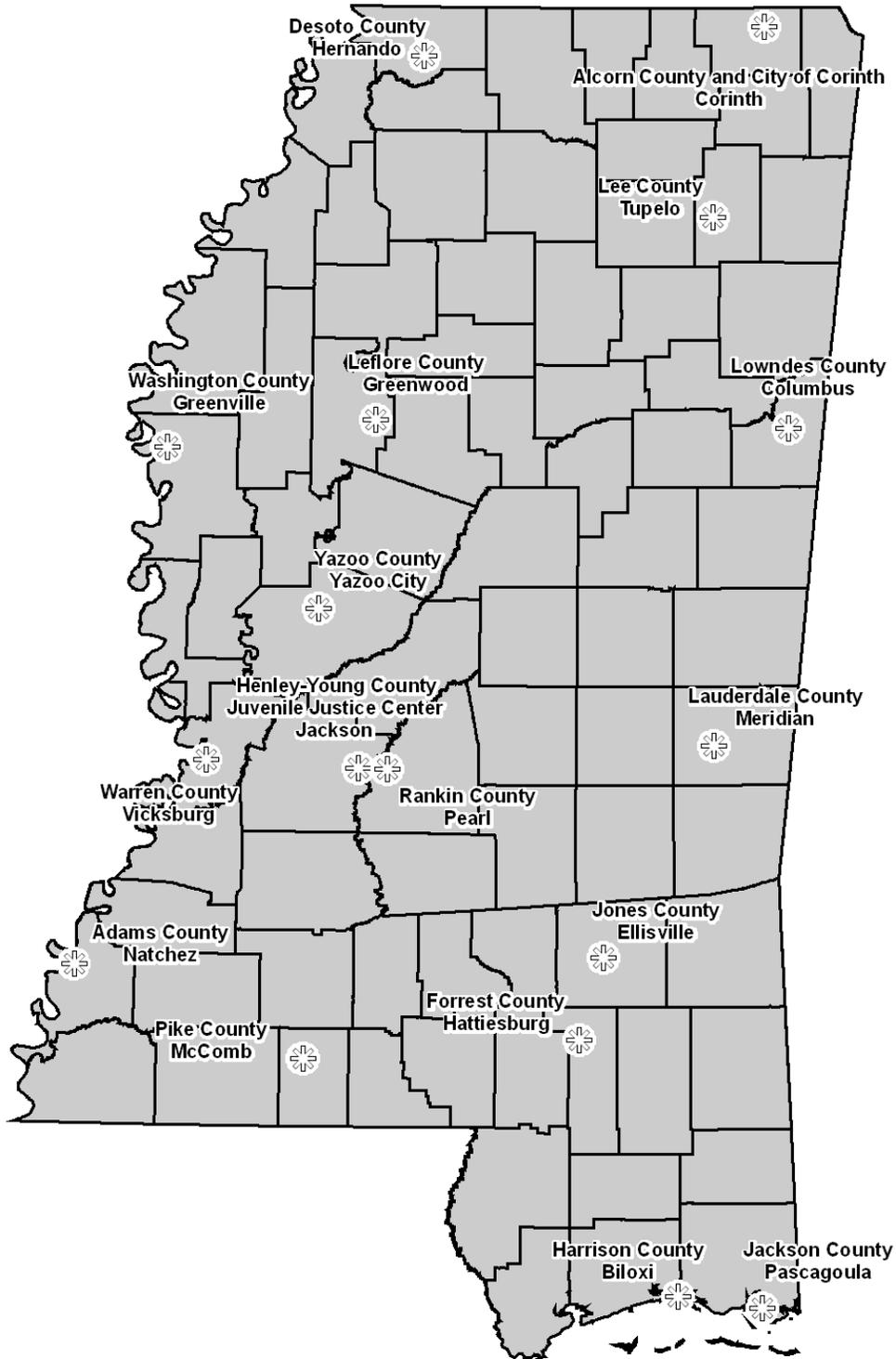
Project Overview

House Bill 199 (H.B. 199) became effective July 1, 2006, as the Mississippi Juvenile Delinquent Prevention Act of 2006. This law was created to amend several items, including MISS. CODE ANN. §43-21-321 (1972), requiring “certain minimum standards for juvenile detention facilities” in which the Juvenile Detention Facilities Monitoring Unit is assigned to monitor the compliance of standards for the operation of facilities that hold juveniles in secure confinement. Subsequent to this law, representatives from the Mississippi Department of Public Safety asked researchers at Mississippi State University to conduct a cost study of the needs required for all Mississippi juvenile detention centers to comply with this new law.

The Mississippi juvenile detention system consists of 17 diverse centers – varying in aspects including size, operation, administration, and services – 14 of which participated in the study (see Figure 1 for a listing and map of all centers). In addition, two functional holding facilities and a recently-closed holding facility participated in this study for comparative purposes (see Appendix C for information provided by these facilities).

This study, performed by the Social Science Research Center (SSRC) of Mississippi State University, addresses some of the critical needs of juvenile detention facilities in Mississippi. The study also provides an evaluation of statewide compliance needs for achieving compliance with H.B. 199, a full overview of the estimated costs of these needs, and a per-bed cost calculation in determining the true costs of operating a juvenile detention center. This report consists of our findings and recommendations, and it should provide policy makers with sufficient quantitative insights into the direction and magnitude of the results with which to evaluate future funding for the facilities in need of attention and assistance.

Figure 1: Mississippi's Juvenile Detention Facilities



Produced by Dallas Breen, Social Science Research Center, Mississippi State University, 2006

Overview of Research

Of the 17 centers, 15 submitted budget information and justifications on the costs of compliance with provisions of House Bill 199. The listing of the needs demonstrate important potential enhancements in the operations of Mississippi juvenile detention facilities. In conducting the cost analysis, several needs among the detention centers were discovered. Of these, three common categories emerged: 1) personnel; 2) facility construction; 3) equipment and technology. In addition, the state's detention centers demonstrated needs for programs and services and other costs. While the needs listed are not identical across the Mississippi sites, they are sufficiently representative of the results stemming from compliance with minimum standards specified in House Bill 199.

Project Goals

Seven cost analysis project goals were addressed in the cost study:

- Goal 1:** Identify needs and calculate costs related to fully compliant facilities
- Goal 2:** Increase understanding of the financial costs of full compliance
- Goal 3:** Examine financial scenarios and resulting impacts of full compliance with laws
- Goal 4:** Recognize and remedy facility inefficiencies and enhance operations
- Goal 5:** Encourage a positive future direction with financial assistance for compliance
- Goal 6:** Improve interaction and uniformity among Mississippi juvenile detention centers
- Goal 7:** Illustrate the benefits of full compliance with minimum standards

METHODOLOGY

Over a period of three months, the cost study was conducted to estimate costs for compliance with federal and state regulations (See Table 1 below for a listing of these steps). These methods included meetings, surveys, interviews, web-based research, and formula calculations. This process resulted in a detailed report summarizing needs, justifications, and cost estimates.

Table 1. Cost Study Research Process

<u>Step One</u> : Conduct regional meetings with center directors to inform them of minimum standards.
<u>Step Two</u> : Distribute worksheets and other information to assist center directors in identifying needs and associated costs.
<u>Step Three</u> : Conduct follow-up contacts for data collection.
<u>Step Four</u> : Assist directors in estimating facility needs and costs.
<u>Step Five</u> : Retrieve budgetary information to determine costs per bed.

Step One: Conduct regional meetings with center directors.

Three regional meetings were conducted with the juvenile detention center directors, the team at the SSRC, and representatives from the Juvenile Detention Monitoring Unit. These regional meetings – held at the SSRC in Starkville, MS, the Department of Public Safety Planning in Jackson, MS, and the Family Network Partnership in Hattiesburg, MS – allowed the group to assess and discuss the needs and costs to engage in full compliance with state and federal regulations.

Step Two: Distribute worksheets and other information.

At the regional meetings, several documents were distributed to center directors to assess needs related to regulatory compliance. Among those documents was a cost needs worksheet (a form for listing compliance needs, cost estimates, and justifications, including laws pertaining to the needs). These forms were then returned, analyzed, and recorded for report purposes. Appendix A presents compliance needs information as reported to us by the participants. The information is presented in categories that are common among all participants (i.e. personnel, facility construction, and equipment and technology) for comparative and informative purposes.

Step Three: Conduct follow-up contacts with center directors.

Upon receipt of cost needs worksheets, follow-up contacts were made with center directors to clarify information provided and to obtain additional information as needed.

Step Four: Assist directors in estimating facility needs and costs.

Telephone and on-site interviews were conducted with facility directors/administrators to assist with compiling and completing cost needs submissions.

Step Five: Retrieve budgetary information to determine costs per bed.

The team reviewed financial records submitted by participating centers and sought to determine the total operational costs and cost per bed for each participating center. In addition, the financial records of Pontotoc County, a holding facility seeking to transition to a detention center, are included in this table for comparative purposes. Based on available budgetary information provided by the participating centers, the average daily operating cost for housing a detainee is \$56.24 per bed (please see Table 2 below for a facility listing of costs per bed).

Table 2. Facility Costs per Bed			
Detention Facility	Bed Size	Yearly Cost Per Bed	Daily Cost Per Bed
Adams County	26	\$15,476.27	\$42.40
Alcorn County	16	\$11,017.74	\$30.19
Desoto County*	36	\$14,167.89	\$38.82
Forrest County	46	\$19,999.59	\$54.79
Harrison County	48	\$21,661.35	\$59.35
Henley-Young**	84	\$41,062.50	\$112.50
Jackson County	28	\$14,395.50	\$39.44
Jones County	24	\$14,065.88	\$38.54
Lauderdale County	30	\$23,492.73	\$64.36
Lee County	24	\$31,297.92	\$85.75
Leflore County	30	\$18,151.33	\$49.73
Lowndes County***	30	\$22,509.46	\$61.67
Pontotoc County****	8	\$17,093.53	\$46.83
Pike County	22	\$25,784.50	\$70.64
Rankin County***	30	\$19,871.38	\$54.44
Warren County	30	\$15,925.56	\$43.63
Washington County	28	\$27,391.79	\$75.05
Yazoo County	25	\$17,479.16	\$47.89
All Counties (Average)	33	\$20,528.95	\$56.24

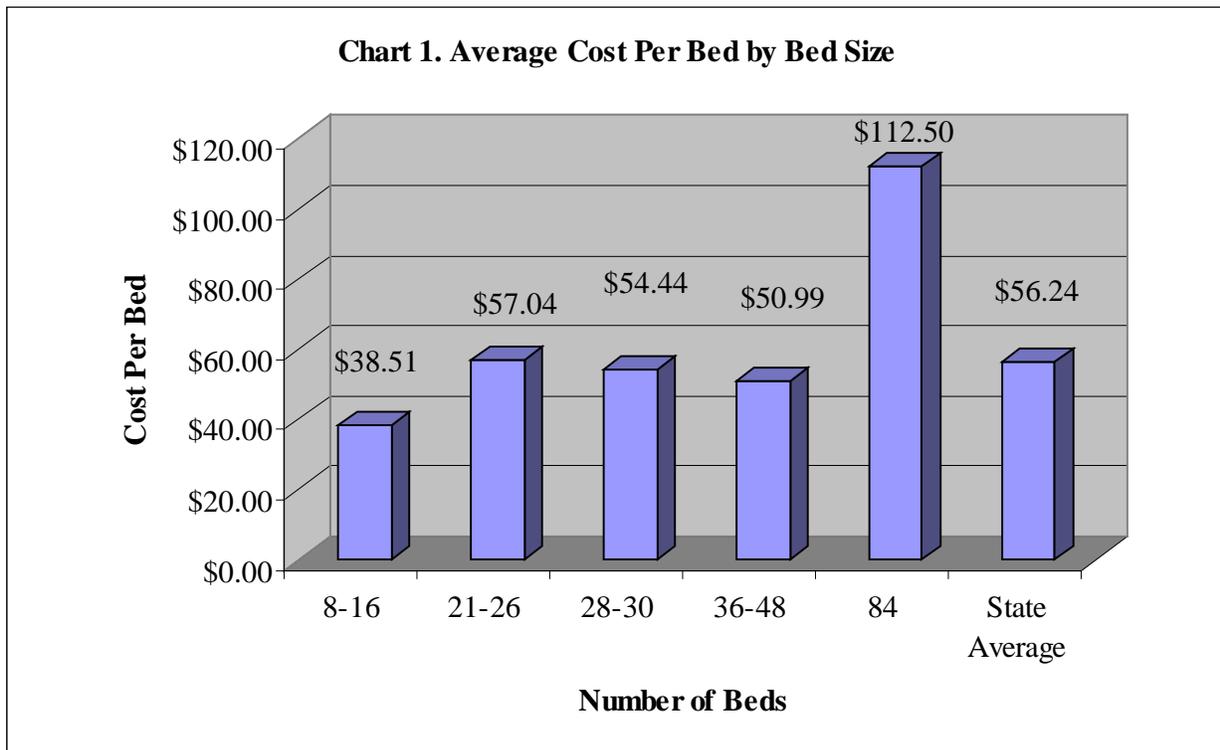
*Only provided personnel costs.

**Only provided cost per bed estimates.

***No information submitted; estimates based on similar-sized centers information

****Not certified as a detention center.

The centers varied widely in terms of the bed size, program space, and personnel, so we compared daily costs per bed based on the number of beds: 8-16, 21-26, 28-30, 36-48 (See Chart 1 below for the average costs per bed by facility size). Because Henley-Young Juvenile Detention Center Juvenile Justice Center in Jackson, Mississippi is the largest facility in the state with 84 beds, it was placed in a category by itself.



RESEARCH FINDINGS

In conducting the cost study, there were many broad areas that were indicated on the needs assessments to ensure that compliance with laws and that the basic needs of juvenile offenders were met; these included: living accommodations, health care, security, education, recreation, food, and hygiene, among others. Of these, three categories emerged as most critically needed among juvenile detention centers: personnel, facility construction, equipment and technology.

While the participants did not indicate a need for programs and services, the fourth category was added after reviewing previous data provided by the participants in another study conducted by researchers at the Social Science Research Center (Robertson and Dunaway, 2005).

PERSONNEL

House Bill #199 states that “*each center shall promote the safety and protection of juvenile detainees from personal abuse, corporal punishment, personal injury, disease, property damage, and harassment.*” In addition, American Correctional Association (ACA) standards require a staff-to-youth ratio of 1:8 daily and 1:16 nightly. As indicated by some detention center directors, complying with these mandates poses somewhat of a problem because of the prevalent understaffing and difficulty in effectively recruiting and retaining qualified staff. Qualified personnel are essential for providing safe and secure environments for juveniles in custody. Many of the legislative mandates can only be accomplished through additional staffing. Adequately qualified staff requires salaries that enable them to comfortably support themselves, and unfortunately, budget constraints prevent juvenile detention centers from effectively recruiting and retaining additional staff.

More than 50% of detention centers stated that turnover was a problem or somewhat of a problem. This high level of turnover can prohibit the delivery of effective programs and can compromise the safety of detainees. Without an adequate number of qualified staff, detention centers are hampered in monitoring juvenile behavior and engaging them in effective programs and services, and juveniles may be more likely to cause harm to themselves, detention staff, or other detainees. In addition, a lack of adequate staff can result in low employee morale and stress from overburdened workloads. Thirdly, the provision of safety to juveniles could be jeopardized without an adequate number of staff on each shift.

Ten of the juvenile detention center directors participating in this study reported one or more personnel needs described below: detention officers, certified teachers, food service staff, nurses or other qualified medical personnel, increased salaries, and staff training (See Table 3 below for a listing of personnel needs). The total estimated cost for personnel is \$1,151,393, the second-largest amount requested of the four categories. Please note that all listed salaries are estimates based on research taken from the Bureau of Labor Statistics, and each estimate includes fringe benefits at 25 percent of the annual salary.

Detention Facility	Additional Detention Officers	Onsite Certified Teachers	Onsite Food Service	Onsite Nurses	Increased Salaries	Juvenile Staff Training
Adams	3	X				
Alcorn	3	X		X	X	X
Desoto	15			X		
Henley-Young	3				X	X
Jones		X				
Lauderdale		X		X		
Lee						X
Leflore			X			
Pike					X	X
Washington						
Yazoo	4			X		
Totals	28	4	1	4	3	4

Detention Officers

Detention officers play a crucial role in ensuring the safety of juveniles in custody by preventing access to weapons or other contraband. Detention center directors estimate that 37% of juveniles in custody are security threats to staff and other detainees. The Office of Juvenile Justice Delinquency Prevention (OJJDP) requires juvenile detention centers to provide one detention officer for every eight juvenile detainees to ensure effective monitoring; these higher ratios also allow for more “effective interaction” between personnel and detainees (JAIBG, 1999). In addition to maintaining an adequate officer-to-detainee ratio, additional security staff are needed to better manage aggressive juveniles. A total of 28 additional officers were

requested by center directors to ensure each shift is fully staffed (See Table 3 above for a listing of personnel needs).

Adams County lacks an adequate amount of officers to function appropriately, and Alcorn County lacks male officers to conduct searches on male juveniles and both centers request three officers to ensure the presence of a male officer on all shifts. Desoto County is in the process of building a new facility which will increase the number of beds from 22 to 36 (37% increase in size), and thus, needs 15 additional detention officers to ensure the effective monitoring of juveniles at the new facility. The director of Henley-Young Juvenile Detention Center requests three additional officers to supervise juveniles and transport them to and from doctor's appointments, train and bus stations, etc. Yazoo County lacks the proper amount of staff (especially female officers), and the center requests four additional officers. According to the Bureau of Labor Statistics, the 2005 average annual salary in Mississippi for correctional officers and jailers was \$22,450 (*May 2005 Occupational Employment and Wages*). The estimate provided for this report totals \$25,000 per officer to assist in more effectively recruiting and retaining officers. The total cost of these requests (28 additional officers) is \$700,000.

Certified Teachers

State law mandates that the Mississippi Department of Education ensure that all children receive a minimum of five hours of education daily, and the federal No Child Left Behind Initiative encourages this daily education of children. At Adams Juvenile Detention Center, only juveniles with a special education designation receive educational instruction, and the amount of time with the Special Education teachers is limited to a few hours per week. In addition, the superintendent of school districts where the Jones, Lauderdale, and Alcorn County facilities are located have, thus far, refused to provide teachers for on-site education. Alcorn relies on

volunteers, and no academic instruction is provided for youth detained in the Jones and Lauderdale facilities. If local school districts provide teachers and educational materials, then juvenile detention center directors will be able to reallocate funds spent on educational services to other critical areas.

In addition, on-site certified teachers can add structure to the confinement experience for juveniles and improve interactions between staff and youth, contributing to safety and security (Robertson and Dunaway, 2005). In addition, “the time a juvenile spends in custody, when educators can have undivided attention, is a time when considerable learning can take place” (JAIBG, 1999). An on-site educational program is important to the development of juveniles because it: 1) allows youth to keep up with coursework and easily transition back into school after detention release, 2) reduce boredom and idleness and create a positive impact on the juvenile, 3) contributes to safety and security by improving interaction between staff and youth, and 4) adequately provides a full day of education to detainees, as required by federal law. Adams, Alcorn, Jones, and Lauderdale Counties request on-site certified teachers to ensure the provision of this positive experience for juveniles while in custody.

As with detention officers, teachers require adequate salaries to comfortably support their standards of living, and this provision can directly result in quality educational programs for juvenile detainees. According to the Bureau of Labor Statistics, the 2005 average annual salaries in Mississippi for middle school and secondary school teachers were \$36,160 and \$36,700, respectively (*May 2005 Occupational Employment and Wages*). The estimate provided for this report totals \$30,000 per teacher. The total for these requests (4 onsite certified teachers) is \$120,000; however, House Bill 199 states that local school districts should “provide special education services.” It is our opinion that local school districts should fund all educational

services to juvenile detention centers, and out-of-county school districts lacking a juvenile detention center should provide monies for youth detained from their districts.

Food Service Staff

House Bill 199 states that “*Center food service personnel shall implement sanitation practices based on State Department of Health food codes.*” This statement is interpreted to mean that food service personnel will be required to assist some centers in meeting the State food codes, to ensure that meals provided to juveniles are “nutritionally adequate and properly prepared, stored and served.” Several juvenile detention centers lack the kitchen space to prepare meals, so county jails provide meals, and in some cases, use adult inmate labor. If inmates of the adult jail are involved in food service to minor prisoners, this arrangement causes the potential violation of OJJDP “site and sound” mandate, which states that adult inmates cannot be in contact with juveniles.

Pike County currently requests the hiring of a full-time food service employee to replace the part-time position and to prepare and serve meals. According to the Bureau of Labor Statistics, the 2005 average annual salary in Mississippi for institutional and cafeteria cooks was \$15,960 (*May 2005 Occupational Employment and Wages*). The estimate provided for this report totals \$20,000. The total cost for this request is \$20,000.

On-site Nurses

House Bill 199 states that “*Juvenile detention center detainees shall be provided access to medical care and treatment while in custody of the facility.*” In addition, good practice dictates that detained youth have daily access to medical care providers in case a health problem develops (Roush, 1996). Also, Juvenile Accountability Incentive Block Grants (JAIBG) Bulletin (1999) states:

“Because of the number and diversity of health related problems experienced by juveniles and the proliferation of medications being administered to juveniles in custody, the availability of regular care and attention by quality medical professionals has become a matter of concern at juvenile facilities.”

Quality medical staff is needed on-site to ensure proper and immediate preventative care, to conduct medical screenings during intake, and to administer prescribed medications. Also, some medical-related expenses may be offset because juveniles will no longer be transported to the hospital for minor ailments. In addition, some liability issues will be eliminated by employing a medically-certified professional to conduct medical services and not security staff. For these reasons, the directors of the Alcorn, Desoto, Lauderdale, Leflore, and Yazoo County facilities expressed the need for a nurse, nurse practitioner, or other health professional for on-site and on-call medical coverage. According to the Bureau of Labor Statistics, the 2005 average annual salary in Mississippi for licensed practical and vocational nurses was \$28,140 (*May 2005 Occupational Employment and Wages*). The estimate provided for this report totals \$30,000 per nurse. The total cost for these requests (5 onsite nurses) is \$150,000.

Increased Salaries

Along with additional staff, increased salaries are requests by three centers to retain current staff and recruit future qualified applicants (see Table 3). A problem many facilities have is the lack of qualified applicants for positions which lead the facilities to either hire unqualified applicants or maintain shortages. Ultimately, unqualified and underpaid staff increases the likelihood of high turnover and low employee morale, and reduces staff and detainee safety. In a survey conducted in 2005 by the Social Science Research Center, Mississippi State University, 47% of the 17 detention center directors indicated that salaries are less than adequate to recruit and retain personnel. As a result, the directors of Alcorn County, Henley-Young Juvenile

Detention Center, and Pike County request pay raises for employees to ensure employee retention, totaling \$137,280.

Staff Training

Initial hire and ongoing staff training is required for the effective handling of detained youth. All juvenile detention center security officers undergo the basic jailer training required by the state. However, there are disadvantages to this basic training. First, the training pertains only to adult detainees, but not to juveniles. Children as young as ten years old have been held in secure confinement, and children and youth are developmentally different from adults (physically, cognitively, socially, and emotionally). This could potentially result in ineffective supervision and the neglect or abuse of juveniles in custody. Another training issue is the lack of available training resulting from funding constraints and high turnover. Also, some center directors reported that the basic jailer training was not available locally, creating staff scheduling difficulties and understaffing when new hires had to travel out of the area to be trained.

There is a juvenile-specific training available that would benefit the detention staff and ultimately, the juveniles. These opportunities include certificate programs, conferences, and workshops, some of which expand the certification of personnel to conduct trainings in-house. By providing funding for these resources, all of which can be conducted locally, scheduling problems could be resolved. In addition, positive interaction can be enhanced between staff and detainees. Examples of the trainings specific to the handling of juveniles include the Mandt® Training, Active Parenting Leaders Training, and the Juvenile Careworker Self-Instructional Course. Lee County requests staff training totaling \$14,083, and Pike County requests staff training totaling \$10,030 (\$24,113 grand total).

Juvenile Care-Worker Self-Instructional Course

The Juvenile Careworker Self-Instructional Course is a program of the American Correctional Association (ACA) that provides skills to “lead troubled youth towards growth, maturity, and responsibility” (www.aca.org). The training provides information on the juvenile justice system, the treatment of juveniles, and communication techniques. The objectives of the course are to: identify juveniles’ rights while in custody, teach security and supervision techniques, and discuss the adolescent developmental process. The course is self-instructional, so trainees conduct the training at the local level. Currently, Lee and Pike Counties request the purchase of this training which costs \$141 per employee with a total cost of \$6,204 (includes per person training fees and a one-year certification).

Active Parenting of Teens

The Active Parenting of Teens training for trainers is designed to assist juvenile detention personnel in training parents to successfully raise responsible children. The foci of this two-day training are nonviolent discipline, effective communication, and conflict-resolution skills. In addition, the objectives are learning effective styles of parenting, building courage and self-esteem in teens, and stimulating positive changes in both parents and teens. This training is deemed necessary because adolescents need leadership, discipline, and guidance that are appropriate to their developmental stage. In addition to training detention center personnel to instruct parents in effectively raising their children, this program also assists the staff in handling juveniles in a nurturing way. Currently, Mr. Claude McInnis, a resource officer at Henley-Young Juvenile Detention Center conducts this training. Lee County requests this training program. The cost of this training is \$169 per employee, and the total cost for this training is

\$4,052.50 (includes per person training fees, a lifetime certification, and provisions for the trainer).

The Mandt System ®

The Mandt System is a “person-centered, values-based process developed to encourage positive interaction with others.” The objectives of the two-day training are to promote teamwork, respect, and dignity, while simultaneously teaching a focus on the well-being and safety of juveniles and staff through physical restraint and crisis intervention. Benefits from this training include learning to manage juvenile and visitor behavior and reducing potential lawsuits against the detention center or administration. Currently, Mrs. Rita Berthay, Coordinator of Children and Youth Services, Region 3 Community Mental Health Center in Tupelo, conducts this training. Lee and Pike Counties request the inclusion of this training into their in-service training requirements. The training is \$300 per employee, and the total cost per person for this training is \$13,856 (includes per person training fees, one-year certification, and provisions for the trainer).

FACILITY CONSTRUCTION

The second category that emerged from the needs assessment involves the physical environment of juvenile detention centers. Specifically, the study participants articulated needs for renovation, expansion, and new construction to improve operations and eliminate some of the problems resulting from these obstacles. In addition, the construction of housing is needed to effectively house status offenders in a non-secure facility. The conservative estimate for facility construction or reconstruction is \$4,560,000, as construction costs vary considerably over time and place. Please note that all estimates are quoted for analysis purposes and do not represent a final offer from any service providers.

New Construction

Adequate living and program space must be provided to ensure the safety and well being of juveniles. Juvenile Accountability Incentive Block Grants (JAIBG) Bulletin (1999) states that “older facilities were never intended to withstand the intense uses they must now frequently serve.” For this reason, three detention center directors believe that to meet the mandates of H.B. 199, they need to replace aging buildings with new facilities. The need for an increase in facility capacity is also indicated if the facilities are to provide effective programs and services and respond to other facility needs. The amount of space needed and costs are two factors that must be taken into consideration when desiring to build a new facility.

Construction costs, project costs, and furnishings costs are some issues that must be addressed in determining the cost of a new facility. According to Johnson, Bailey, Henderson, and McNeil (JBHM) Architecture firm, the costs of new construction and site preparation is between \$250-\$300 per square foot (20% of this total covers project costs for professional services like surveying, soil boring, architecture, engineering, and loose equipment and furnishings. For the purposes of this report, a rate of \$300 per square feet was used (this includes the 20% additional costs).

JBHM recently built a \$1 million facility for Lowndes County Juvenile Detention Center, after their previous facility experienced serious tornado damage. In addition, Desoto County is in the process of building an 11,000 square foot facility with 38 beds and an anticipated cost of \$2.1 million. Three centers report the need for a new facility (Adams, Lauderdale, and Pike Counties). The estimated total cost is \$5,560,000.

Status Offender Housing

The Juvenile Justice and Delinquency Prevention Act of 2002 states that “*adjudicated status offenders and non-offenders may not be securely detained in a juvenile detention or correctional facility as a disposition for any length of time.*” Therefore, status offenders and non-offenders who come to the attention of the youth court must be provided with temporary housing in a non-secure area of the facility. The current facilities at Lee County, Adams Counties, Jackson County, and do not allow for the temporary non-secure holding of status and non-offenders and thus need to renovate their facilities or expand to accommodate status and non-offenders to house five and two juveniles, respectively. Henley-Young Juvenile Justice Center also requests status offender housing for long-term placement. The estimated cost for status offender housing needs for all four detention centers is \$500,000.

Renovations and Expansions

“The demand for a high level of service and activity at juvenile facilities to keep juveniles occupied during the day and to facilitate the intervention process requires more space (JAIBG).” The age and condition of five facilities necessitate renovation or expansion in juvenile-occupied space (i.e. holding cells, booking, classrooms, recreational areas, etc.) to provide a safe environment and to accommodate the delivery of mandated programs and services. For example, facilities may request additions for adequate educational and outdoor recreation space. Alcorn County requests renovations to the current facility and expansion to include a classroom, computer room, and library. Also, the center requests an interwoven covering for the chain-link fence separating the detention center recreational area from the collocated adult jail. This is to comply with federal sight and sound separation mandates to eliminate the accidental or incidental contact of juvenile detainees with adult detainees.

In addition, Alcorn County would like to pave the driveway to the facility, which is in need of repair. Lee County would like to enlarge the learning center to enhance the current educational program. The Lee County center also wants to tint the windows for privacy and separation from the collocated adult jail. Pike County needs to renovate the juvenile housing and central control areas, as well as expand recreational, program, and classroom space. Washington County requests the purchase of a storage facility for personnel and other important documents. The total cost for renovations and additions is \$662,328.

EQUIPMENT AND TECHNOLOGY

Juvenile detention centers, like other agencies and businesses, need to keep up with advanced technology to store, organize, and exchange information. The need for updated technology in juvenile detention facilities in Mississippi is critical, as regional jails are already engaging in the use of computerized and online systems. Common technology needs listed by the facility directors include online booking systems, surveillance systems, and computers. Two center directors indicate a need for an online booking system, and four indicate a need for an advanced surveillance system. Other equipment and technology needs include computers, televisions, and classroom furniture. These requests total \$294,224.

Online Booking System

Juvenile detention facilities are required to conduct several screenings and other procedures that can be time-consuming and inaccurate if done by hand. H.B. 199 mandates that a juvenile health screening be conducted within one hour of admission to detention facilities. Online booking systems are ideal for juvenile detention centers because they allow for quicker intake of detainees and produce clear and concise records. Some facilities are currently utilizing this technology. However, a few sites lack the funding to purchase a computerized booking system.

The Golden Eagle Law Enforcement System provides one of the most comprehensive software offerings in the nation. A one-stop location for entering detainee information, it is used by many detention centers and correctional facilities in Mississippi. It includes several powerful features as well as optional features like mug shot imaging, document imaging, fingerprint imaging, online signature capture and third-party interfaces with outside vendors and internal systems running on different operating systems. The system also maintains a comprehensive user-level based security system, where users are assigned viewing, editing, adding, and deleting rights for security. All entries of the Golden Eagle System are performed with the aid of wizards, including: 1) Checking for previous entries and entries matching, 2) Verification of repeat offenders and warrants, 3) Entering property and vehicle information, 4) Entering screening and medication information, and 5) Maintaining account, transfer, and billing, and visitor information, release reports, and inventory control.

Requirements for this software include: fileserver, computer workstation, mug shot capture workstation, and a modem for upgrades and system updates performed biannually. Golden Eagle also provides four days of on-site training with an overview of the system and booking process, and event reporting and recording medical visits, visitations, mail receipts, or other occurrences. Subsequent to the training, a system administration class is provided to maintain user security access, install clients on a workstation, perform system maintenance, and make basic system report changes. Two facilities (Henley-Young Juvenile Detention Center and Pike County) request the purchase of a computerized system for booking and networking with outside agencies. The total cost for this expenditure is \$38,500.

Surveillance System

Surveillance systems allow for direct and constant monitoring of juveniles, staff, and visitors which can decrease the likelihood of false accusations of abuse, document staff misconduct, and document juvenile or visitor behavior in violation of laws or center rules. In addition, this resource could provide recorded evidence in the event of a lawsuit, decrease the likelihood of passing contraband, and ensure backup during times of low staffing. An example of this system is Adeptek Security, Incorporated based in Biloxi, MS. Adeptek uses one of the most technologically advanced monitoring services to ensure safety with monitoring stations, as well as through video/security cameras for monitoring and recording events at will from a computer, television, and remote location continuously, with optional remote access and panning capabilities as another option. The Adeptek surveillance system allows for digital recording, allowing for longer-lasting data storage and faster retrieval of needed information. To attain these capabilities, the directors at Alcorn County, Henley-Young Juvenile Detention Center, and Pike County request a surveillance system. In addition, Yazoo County requests the expansion of their current system. The total cost for installing or upgrading surveillance systems is \$76,000.

Computers and Accessories

Alcorn County and Desoto County each request the acquisition of three computers for daily educational use by the juveniles while in custody. Alcorn County also requests the purchase of a printer to reproduce educational work completed by the juveniles. Henley-Young Juvenile Detention Center requests five computers – two for booking juveniles during intake and three for conducting health screenings; the center also requests a multifunction copier with printing, faxing, and scanning capabilities for the reproduction of information entered during intake and

health screening. Yazoo County requests the purchase of two computers for educational purposes. The total cost for these requests (13 computers and two printers) is \$15,000.

Other Equipment Needs

Alcorn County currently lacks the funding to meet federal laws requiring sight and sound separation of juveniles and adult inmates. Adams County adult inmates from the collocated jail maintain the grounds of the facility and launder the clothing provided to juvenile detainees. Because House Bill 199 states that centers must “issue clean, laundered clothing,” the center requests a commercial heavy duty washer, dryer, and lawn mower to eliminate the provision of these services by adult inmates. In addition, the facility requests a television and DVD player for staff trainings and for juveniles to view educational videos. Lastly, the facility requests the purchase of a new heating and air system, which has deteriorated, and two vans for transporting juveniles to and from court because current vehicles are unsafely operating at more than 180,000 miles.

Desoto County requests a new portable plastic bag sealer for sealing property bags of juveniles during intake. According to Harwil Corporation (www.harwil-bag-sealer.com), a portable and lightweight product is made with quality sealing elements and quickly seals plastic bags and features a continuous time and temperature control setting. The center also requests the purchase of medical equipment (CPR breathing apparatus and a defibrillator) for the immediate emergency care of juveniles and a computerized fingerprinting machine for the speedy background checking of incoming detainees.

Desoto County requests the acquisition of recreational equipment for the physical exercise of detainees, and the center has also requested an inkless electronic fingerprinting system for electronically submitting criminal record checking. This innovative system would replace the

traditional rolling process using ink, and would result in the quick electronic transfer of fingerprint image data to the Department of Justice. The automated system takes minutes and immediately provides prints, which substantially decreases the processing time by more than half. In addition, many problems of traditional fingerprinting are avoided, like smearing, smudging, or over- or under-inking. An example of this system includes the Live Scan System, which is used by many corrections facilities across the country.

Henley-Young Juvenile Detention Center Juvenile Justice Center requests the purchase of three computer workstations with stools for conducting health screenings of juvenile detainees. Pike County requests the purchase of an electric control board to ensure the proper timing of locking and unlocking doors in the facility. Washington County requests the purchase of a security/intercom system upgrade and hand-held two-radio system for effective communication between the control room, classroom, and collocated holding facility. The center also requests the purchase of a walk-through metal detector to ensure the safety of juveniles by locating any concealed weapons and restricting items brought into the center by visitors. Yazoo County requests the purchase of classroom furnishings for the provision of educational services to juveniles while in custody. The estimated cost is \$164,724.

PROGRAMS AND SERVICES

The National Juvenile Detention Association (NJDA) stated in its 1990 definition of Juvenile Detention that “*juvenile detention provides a wide range of helpful services which support the juvenile’s physical, emotional, and social development.*” Such services include education, recreation, counseling, nutrition, reading, and continual supervision, among others. The NJDA continues to state that these services will “help to resolve a host of problems commonly facing

detained juveniles” such as interpersonal problems, drug and/or alcohol abuse, depression, and suicidal behavior.

Mississippi legislators recognized that incarcerated juvenile offenders have multiple unmet needs and should be offered a wide range of services and programs. As a result, a number of programs and therapeutic services have been mandated to be provided on-site or made available via contractual or other arrangements. These services have the potential to increase public safety by promoting positive changes in detainees’ behavior.

Recreation with physical exercise is a required program by House Bill 199. Outdoor recreation space is needed to “develop good health habits, develop new interests and skills, and provide a safe outlet for frustration, hostility, and energy.” In addition, keeping a juvenile physically and mentally engaged facilitates effective management of behavior and decreases the likelihood of behavioral problems occurring. Currently, 14 facilities lack the appropriate, secure outside space needed to provide physical exercise. Cost estimates for providing this space are currently not available and vary with each center.

Juvenile detention administrators estimated that 45% of juveniles have mental health problems, and 72% have drug/alcohol abuse problems that require professional services. Counseling and therapeutic services to deal with these serious emotional and mental health problems were one of the most frequently requested services by detention center directors. It is our opinion that counseling services need to be provided by local youth court counselors or by publicly funded community-based mental health agencies. Therefore, the cost associated with such services should not be incurred by the juvenile detention centers.

Many juvenile detainees lack social skills. The Juvenile Accountability Incentive Block Grants (JAIBG) Bulletin (1999) states “With violence becoming increasingly common in

American society, youth in juvenile confinement facilities are becoming more comfortable using violence as a problem-solving strategy. Anger management, however, can be learned, and it is a prerequisite for meaningful and lasting behavior change among youth who have exhibited violent behavior.” This illustrates the need for anger management programs designed to rehabilitate this negative behavior. In addition, the provision of other social skills programs, such as assertive communication, plays an important role in the success of juveniles after release from juvenile detention.

As can be seen, many facilities either lack or would like to enhance various services and programs for their detainees. We ultimately view a facility’s ability to provide certain services as being inextricably linked to the host community’s and youth court’s range of services and programs. Given that most of these programs are available within the community to populations other than detainees, we believe that these programs should be funded through other sources. Therefore, we propose no cost estimate for programs and services. This should be monitored and at a later date a cost analysis might be necessary for augmentation of services and programs.

CONCLUSION

Thus, our cost analysis reveals that Mississippi’s juvenile detention facilities have pressing needs in the areas of personnel, facility construction/renovation, and equipment and technology enhancement. The results of our cost analysis yield the following estimates:

Total Cost Estimate of Personnel Needs:	\$ 1,151,393
Total Cost Estimate of Facility Construction Needs:	\$ 5,722,628
Total Cost Estimate of Equipment/Technology Needs:	\$ 294,224
Requested Compliance Needs Grand Total:	\$ 7,168,245

RECOMMENDATIONS

1. We recommend juvenile detention facilities be provided funding to acquire additional staff to ensure the well-being of incarcerated youth and the safety of detention staff. In addition, salaries should be increased at specific facilities to ensure the retention and recruitment of quality staff and to provide a greater level of safety to both juveniles and staff.
2. We recommend the state of Mississippi provide funds for detention facility construction initiatives to improve conditions of confinement, and to ensure the secure detention of juveniles.
3. We recommend the acquisition of online booking systems, surveillance systems, and other technology and equipment to decrease the inefficiency of some traditional methods, and speed the delivery of service. This would also assist each facility in spending more time focusing on the effective programs for rehabilitating juveniles.
4. We recommend that juvenile detention administrators form partnerships with youth service organizations in their communities that provide several cultural and gender-specific programs, such as Families First Resource Centers.
5. We recommend that the State of Mississippi create a Juvenile Detention Facilities compliance and enhancement fund. This fund would serve to match local expenditures for costs associated with compliance. We further recommend that this fund be used for non-recurring costs (facility renovation; equipment purchases; etc).

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APPENDIX A:
COST NEEDS
SUMMARIES FOR
DETENTION
CENTERS

Mississippi Needs Cost Estimate Worksheet Summary

Personnel		Estimate
Full-time Detention Officers	27 @ \$25,000 each annually for Adams, Alcorn, Desoto, Yazoo Counties and Henley-Young Juvenile Detention Center to offer more security and ensure a staff to youth ratio of 1:8 for every shift	\$700,000
Full-time Certified Teachers	4 @ \$30,000 each annually for Adams, Alcorn, Jones, and Lauderdale Counties to provide onsite daily education to juveniles while in custody	\$120,000
Full-time Nurses	5 @ \$30,000 each annually for Alcorn, Desoto, Lauderdale, Leflore, and Yazoo to conduct health screenings, disperse medications, and provide on-site medical care for juveniles while in custody	\$150,000
Full-Time Food Service	\$20,000 annually for Pike County to replace the current part-time services in providing adequate meals, as stated in House Bill 199	\$20,000
Personnel Training	Lee County requests the Active Parenting of Teens training and Lee and Pike both request the Mandt®, and Juvenile Careworker trainings to prepare staff to deal effectively with children and youth in custody.	\$24,113
Salary Increases	66 employees @ \$1 per hour increase each for Alcorn County, Henley-Young Juvenile Detention Center, and Pike County to better recruit and retain qualified detention officers	\$137,280
Total Cost Estimate of Personnel Needs		\$1,151,393

Mississippi Needs Cost Estimate Worksheet Summary

Facility Construction		Estimate
New Facility Construction	Adams, Lauderdale, and Pike Counties request new facilities to effectively provide services and meet other needs of the centers	\$4,560,000
Status Offender Housing	Status offenders must be provided temporary housing in a non-secure facility as mandated by federal law – Henley-Young, Adams, Jackson, and Lee Counties	\$500,000
Facility Renovations	Alcorn, Lauderdale, and Pike Counties have requests renovation of current facilities to offer effective programs, services, and juveniles safety	\$520,000
Facility Expansions	Alcorn County requests expansion to include a classroom, computer room, and library. Lee County requests the expansion of the learning center for providing a more effective educational program	\$115,000
Storage Facility	Washington County requests the purchase of a storage facility for the proper storing of personnel documents and other important documents	\$3,000
Interior Window Tinting	Lee County requests window tinting for privacy and separation from the adult detainees at the jail next door from sight and sound, as required by federal mandates	\$2,028
Fencing	Alcorn, Harrison, and Jackson Counties request an interwoven covering for the chain-link fence separating the detention center recreational area from the jail next door, in compliance with federal sight and sound mandates	\$17,600
Paving of driveway	Alcorn County requests the paving of the center entrance, which is in need of several improvements	\$5,000
Total Cost Estimate of Facility Construction Needs		\$5,722,628

Mississippi Needs Cost Estimate Worksheet Summary For All Mississippi Juvenile Detention Centers

Equipment/Technology		Estimate
Surveillance Systems	Alcorn County, Henley-Young, and Pike County request to monitor facilities effectively and provide legal evidence in matters	\$76,000
Computer Booking Systems	Henley-Young and Pike County to quickly perform intake procedures and produce accurate records	\$38,500
Electric Control Board	Pike County requests to ensure proper timing of door locking and unlocking	\$40,000
Hand-held Two-way Radio	Washington County for effective communication	\$4,000
Security/Intercom System	Washington County requests for effective communication	\$12,000
Walk-through Metal Detector	Washington County requests to ensure juvenile safety from visitors	\$4,074
Vehicles	Alcorn County requests to transport juveniles because current vehicles have high mileage	\$60,000
Computers (13)	Alcorn, Desoto, and Yazoo Counties request 8 for daily educational use, and Henley-Young Juvenile Detention Center requests 5 for conducting booking and health screening	\$15,000
TV and DVD Player	Alcorn County requests for staff trainings and educational purposes	\$1,000
Printers	Alcorn County and Henley-Young request one each for educational purposes, intake and health screening	\$1,000
Computerized Fingerprinting	Desoto County requests for fast background checks	\$20,000
Medical Equipment	Desoto County requests a CPR breathing apparatus and defibrillator for emergency medical care	\$3,000
Plastic Property Bag Sealer	Desoto County requests for quick property intake	\$145
Heating and Air System	Alcorn County requests to replace the current malfunctioning system	
Workstations and seats (3)	Henley-Young requests for conducting health screening during intake	\$2,000
Classroom furniture and equip.	Yazoo County requests for providing educational programming for detainees	\$5,000
Recreation/Exercise Equipment	Desoto County requests equipment for recreation	\$3,500
Commercial Washer and Dryer	Alcorn County requests to eliminate adult contact	\$3,000
Commercial Lawn Mower	Alcorn County requests to eliminate adult contact	\$6,000

Total Cost Estimate of Equipment/Technology Needs	\$294,224
REQUESTED COMPLIANCE NEEDS GRAND TOTAL	\$7,168,245.00

Needs Cost Estimate Worksheet

Adams County Juvenile Detention Center

Adams County Juvenile Detention Center is located in Natchez, MS, and has a total of 26 beds. Operated by the Youth Court, the daily cost per bed is \$42.40, with a yearly cost per bed of \$15,476.27. The estimated total cost = \$1,375,800.

Personnel

1. Three officers are requested to prevent access to weapons or other contraband, better manage aggressive juveniles, and ensure each shift is fully staffed.
2. On-site certified teacher is requested to provide a full day of quality educational programming, add structure and ensure a positive confinement experience, allow youth to keep up with coursework, improve interactions between staff and youth, and contribute to safety.

Facility Construction

1. New facility is requested to improve operations, eliminate operational problems, ensure safety of juveniles, and replace an aging building, and effectively provide programs and services. (4,200 square feet @ \$300/square feet)
2. Status Offender Housing is requested to effectively house up to five status offenders in a non-secure facility. The current facility does not allow for temporary non-secure holding.

Adams County Juvenile Detention Center Compliance Budget	
Personnel	Estimates
Full-Time Detention Officers (3)	\$75,000
Full-Time Certified Teacher	\$30,000
Total Personnel Costs	\$105,000
Facility Construction	Estimates
New Facility	\$1,260,000
Status Offender Housing	\$100,000
Total Facility Construction Costs	\$1,270,800
Grand Total of Compliance Costs	\$1,375,800

Needs Cost Estimate Worksheet

Alcorn County Juvenile Detention Center

Alcorn County Juvenile Detention Center is located in Corinth, MS, and has a total of 16 beds. Operated by Youth Court and Board of Supervisors, the daily cost per bed is \$30.19, with a yearly cost per bed of \$11,017.74. The estimated total cost = \$404,800.

Personnel

1. Three officers are requested to prevent access to weapons or other contraband, better manage aggressive juveniles, ensure each shift is fully staffed, and ensure the presence of a male officer to conduct searches on all male juveniles.
2. On-site certified teacher is requested to provide a full day of quality educational programming, add structure and ensure a positive confinement experience, allow youth to keep up with coursework, improve interactions between staff and youth, and contribute to safety. The center currently relies on volunteers.
3. On-site nurse or other health professional is requested to ensure proper and immediate preventative care, conduct medical screenings during intake, and administer prescribed medications
4. Pay raises are requested to ensure retention of qualified employees.

Facility Construction

1. Renovations and expansions to a classroom, computer room, and library are requested to create a safe environment to deliver mandated programs and services.
2. Interwoven covering for the chain-link fence is requested to provide a sight barrier and eliminate accidental or incidental contact of juveniles with adult detainees at the collocated jail
3. Paving for the entrance driveway is requested because it is in dire need of repair.

Equipment and Technology

1. Surveillance system is requested for directly and constantly monitoring juveniles, staff, and visitors, decreasing false accusations of abuse, documenting staff misconduct and juvenile or visitor behavior in violation of laws or center rules, and providing recorded evidence in lawsuits, prohibiting the passing of contraband, and ensuring backup during times of low staffing.
2. Three computers, television, and DVD player are requested for daily educational use
3. Printer is requested to reproduce any work completed by the juveniles.
4. Commercial heavy duty washer and dryer are requested to eliminate the provision of services by adult inmates.

5. Commercial lawn mower is requested to eliminate the provision of services by adult inmates.
6. Heating and air system is requested to replace a deteriorating system
7. Two transporting vans are requested to replace current vehicles with high mileage and transport juveniles from the detention center to court

Alcorn County Juvenile Detention Center Compliance Budget	
Personnel	Estimate
Full-time Detention Officers (3)	\$75,000
Full-time Certified Teacher	\$30,000
Full-time Nurse	\$30,000
Salary Increases (22 employees)	\$45,800
Total Personnel Costs	\$180,800
Facility Construction	
Facility Renovation	\$20,000
Facility Expansion	\$100,000
Fencing	\$5,000
Paving of driveway	\$5,000
Total Facility Construction Costs	\$130,000
Equipment/Technology	
Surveillance System	\$20,000
Transporting Vehicles (2)	\$60,000
Computers (3)	\$4,000
TV and DVD Player	\$1,000
Commercial Washer and Dryer	\$3,000
Commercial Lawn Mower	\$6,000
Total Equipment/Technology Costs	\$94,000
Grand Total of Compliance Costs	\$404,800

Needs Cost Estimate Worksheet

Desoto County Juvenile Detention Center

Desoto County Juvenile Detention Center is located in Hernando, MS, and is expanding from 22 to 36 beds. Operated by the Sheriff’s Office, the daily cost per bed is \$38.82, with a yearly cost per bed of \$14,167.89. The estimated total cost = \$469,150.

Personnel

1. 15 additional detention officers are requested to ensure the effective monitoring of juveniles, prevent access to weapons or other contraband, better manage aggressive juveniles, and ensure each shift is fully staffed.
2. Onsite nurse is requested to ensure proper and immediate preventative care, conduct medical screenings during intake, and administer prescribed medications.

Equipment and Technology

1. Three computers are requested for daily educational use
2. Computerized fingerprinting machine is requested for quick background checks
3. Portable plastic bag sealer is requested for sealing juveniles’ property bags during intake.
4. Medical equipment (CPR breathing apparatus and a defibrillator) is requested for emergency juvenile care
5. Recreational equipment is requested for recreational programming and services.

Desoto County Juvenile Detention Center Compliance Budget	
Personnel	Estimate
Full-time Detention Officers (15)	\$375,000
Full-time Certified Nurse	\$30,000
Total Personnel Costs	\$405,000
Equipment/Technology	Estimate
Computerized Fingerprinting Machine	\$20,000
Medical Equip	\$30,000
Plastic Property Bag Heat Sealer	\$150
Educational Computers	\$4,000
Recreation/Exercise equipment	\$10,000
Total Equipment/Technology Costs	\$64,150
Grand Total of Compliance Costs	\$469,150

Needs Cost Estimate Worksheet

Forrest County Juvenile Detention Center

Forrest County Juvenile Detention Center is located in Hattiesburg, MS, and has 46 beds. Operated by the Sheriff's Office, the daily cost per bed is \$53.63, with a yearly cost per bed of \$19,574.07. The center did not participate in the needs cost assessment and provided no requests.

Needs Cost Estimate Worksheet

Harrison County Juvenile Detention Center

Harrison County Juvenile Detention Center is located in Biloxi, MS, and has a total of 48 beds. Operated by Mississippi Security Police, the daily cost per bed is \$59.35, with a yearly cost per bed of \$21,661.35. The estimated total cost = \$4,600.

Facility Construction

1. Chain-link fence (eight feet) is requested to replace the current fence and provide a sight barrier to eliminate accidental or incidental contact of juveniles with adult detainees at the collocated jail

Harrison County Juvenile Detention Center Compliance Budget	
Facility Construction	Estimate
Chain-link fence	\$4,600
Total Facility Construction Costs	\$4,600
Grand Total of Compliance Costs	\$4,600

Needs Cost Estimate Worksheet

Henley-Young Juvenile Detention Center

Henley-Young Juvenile Detention Center is located in Jackson, MS, and houses a total of 84 juveniles. Operated by the Board of Supervisors, the daily estimated cost per bed is \$112.50, with a yearly estimated cost per bed of \$41,062.50. The estimated total cost = \$373,420.

Personnel

1. Three additional officers are requested to supervise juveniles, transport them, and ensure each shift is fully staffed.
2. Pay Raises are requested to ensure retention of qualified employees.

Facility Construction

1. Status Offender Housing is requested for long-term placement of up to ten juveniles in a non-secure facility.

Equipment and Technology

1. Surveillance system is requested for directly and constantly monitoring juveniles, staff, and visitors, decreasing false accusations of abuse, documenting staff misconduct and juvenile or visitor behavior in violation of laws or center rules, and providing recorded evidence in lawsuits, prohibiting the passing of contraband, and ensuring backup during times of low staffing.
2. Computerized system is requested for booking juveniles, networking with outside agencies, increasing efficiency in conducting health screenings and booking juveniles
3. Two computers are requested for automated booking of juveniles during intake and free booking staff for other duties
4. Three computers are requested for conducting and standardizing the health screening process health screenings
5. Multifunction copier is requested for the reproduction of information entered during intake and health screening
6. Three workstations are requested for conducting computerized health screenings

Henley-Young Juvenile Detention Center Compliance Budget	
Personnel	Estimate
Full-time Detention Officers (3)	\$75,000
Salary Increases (24 employees)	\$50,000
Total Personnel Costs	\$125,000
Facility Construction	Estimate
Status Offender Housing	\$200,000
Total Facility Construction Costs	\$200,000
Equipment/Technology	Estimate
Surveillance System	\$20,000
Computer Booking System	\$18,500
5 computers	\$4,000
Multifunction copier	\$1,000
3 computer workstations and seats	\$2,000
Total Equipment/Technology Costs	\$48,500
Grand Total of Compliance Costs	\$373,420

Needs Cost Estimate Worksheet

Jackson County Juvenile Detention Center

Jackson County Juvenile Detention Center is located in Pascagoula, MS, and has a total of 28 beds. Operated by Mississippi Security Police, the daily cost per bed is \$39.44, with a yearly cost per bed of \$14,395.50. The estimated total cost = \$120,000.

Facility Construction

1. Chain-link fence with interwoven covering is requested to replace the chain-link and partial barb-wire fence and to provide a sight barrier to eliminate accidental or incidental contact of juveniles with adult detainees at the collocated jail

2. Status Offender Housing and Office Space is requested to effectively house up to five status offenders in a non-secure facility. The current facility does not allow for temporary non-secure holding of status and non-offenders.

Equipment and Technology

1. Digital surveillance system is requested for directly and constantly monitoring juveniles, staff, and visitors, decreasing false accusations of abuse, documenting staff misconduct and juvenile or visitor behavior in violation of laws or center rules, and providing recorded evidence in lawsuits, prohibiting the passing of contraband, and ensuring backup during times of low staffing.

Jackson County Juvenile Detention Center Compliance Budget	
Facility Construction	Estimate
Chain-link fence and covering	\$8,000
Status Offender Wing and Office Space	\$100,000
Total Facility Construction Costs	\$108,000
Equipment/Technology	Estimate
Digital Camera System	\$12,000
Total Equipment/Technology Costs	\$12,000
Grand Total of Compliance Costs	\$120,000

Needs Cost Estimate Worksheet

Jones County Juvenile Detention Center

Jones County Juvenile Detention Center is located in Ellisville, MS, and has a total of 24 beds. Operated by the Sheriff’s Office, the daily cost per bed is \$38.54, with a yearly cost per bed of \$14,065.88. The estimated total cost = \$30,000.

Personnel

1. On-site certified teacher is requested to provide a full day of quality educational programming, add structure and ensure a positive confinement experience, allow youth to keep up with coursework, improve interactions between staff and youth, and contribute to safety.

Jones County Juvenile Detention Center Compliance Budget	
Personnel	Estimate
Full-Time Certified Teacher	\$30,000
Total Personnel Costs	\$30,000
Grand Total of Compliance Costs	\$30,000

Needs Cost Estimate Worksheet

Lauderdale County Juvenile Detention Center

Lauderdale County Juvenile Detention Center is located in Meridian, MS, and can house up to 30 juveniles at a time. Operated by the Board of Supervisors, the daily cost per bed is \$64.36, with a yearly cost per bed of \$23,492.73. The estimated total cost = \$1,260,000.

Personnel

1. On-site certified teacher is requested to provide a full day of quality educational programming, add structure and ensure a positive confinement experience, allow youth to keep up with coursework, improve interactions between staff and youth, and contribute to safety. No academic instruction is currently provided for detained youth.
2. On-site nurse or other health professional is requested to ensure proper and immediate preventative care, conduct medical screenings during intake, and administer prescribed medications
3. Pay raises are requested to ensure retention of qualified employees.

Facility Construction

1. New facility is requested to improve operations, to eliminate problems resulting from current obstacles, to ensure safety and well being of juveniles, to replace an aging building, and to provide effective programs and services. (4000 square feet @ \$300/sq. ft.)

Lauderdale County Juvenile Detention Center Compliance Budget	
Personnel	Estimate
1 Full-time Certified Teacher	\$30,000
1 Full-time Nurse	\$30,000
Total Personnel Costs	\$60,000
Facility Construction	Estimate
New building	\$1,200,000
Total Facility Construction Costs	\$1,200,000
Grand Total of Compliance Costs	\$1,260,000

Needs Cost Estimate Worksheet

Lee County Juvenile Detention Center

Lee County Juvenile Detention Center is located in Tupelo, MS, and has a 24 bed capacity. Operated by the Sheriff’s Office, the daily cost per bed is \$85.75, with a yearly cost per bed of \$31,297.92. The estimated total cost = \$131,111.

Personnel

1. Staff training is requested (Juvenile Care-Worker Self-Instructional Course, Active Parenting of Teens, and Mandt System ®) to effectively handling detained youth and for positive interaction between staff and detainees. Conducted onsite to avoid scheduling problems.

Facility Construction

1. Status Offender Housing is requested to effectively house up to five status offenders in a non-secure facility. The current facility does not allow for temporary non-secure holding of status and non-offenders.
2. Expansion to the learning center is requested to enhance the current educational program
3. Window tinting is requested for privacy and separation from the collocated adult jail.

Lee County Juvenile Detention Center Compliance Budget	
Personnel	Estimate
Active Parenting Training	\$4,052
Mandt Training	\$6,928
ACA Juvenile Careworker Training	\$3,102
Total Personnel Costs	\$14,083
Facility Construction	Estimate
Facility Expansion	\$15,000
Status Offender Housing	\$100,000
Interior window tinting	\$2,028
Total Facility Construction Costs	\$117,028
Grand Total of Compliance Costs	\$131,111

Needs Cost Estimate Worksheet

Leflore County Juvenile Detention Center

Leflore County Juvenile Detention Center is located in Greenwood, MS, and has a capacity of 30 juveniles. Operated by the Youth Court, the daily cost per bed is \$49.73, with a yearly cost per bed of \$18,151.33. The estimated total cost = \$15,000.

Personnel

1. On-site nurse or other health professional is requested to ensure proper and immediate preventative care, conduct medical screenings during intake, and administer prescribed medications

Leflore County Juvenile Detention Center Compliance Budget	
Personnel	Estimate
Part-time On-call Nurse	\$15,000
Total Personnel Costs	\$15,000
Grand Total of Compliance Costs	\$15,000

Needs Cost Estimate Worksheet

Lowndes County Juvenile Detention Center

Lowndes County Juvenile Detention Center is located in Columbus, MS, can house a total of 30 juveniles at a time, and is operated by the Youth Court. Based on averages provided by similar-sized facilities, the daily cost per bed is \$61.67, with a yearly cost per bed of \$22,509.46. The center did not participate in the needs cost assessment and provided no requests or budgetary information.

Needs Cost Estimate Worksheet

Pike County Juvenile Detention Center

Pike County Juvenile Detention Center is located in McComb, MS, and has a capacity of 22 juveniles. Operated by the Board of Supervisors, the daily cost per bed is \$70.64, with a yearly cost per bed of \$25,784.50. The estimated total cost = \$2,251,630.

Personnel

1. Full-time food service employee is requested to replace the current part-time position and ensure that meals provided to juveniles are “nutritionally adequate and properly prepared, stored and served
2. Pay raises for employees are requested to ensure retention of qualified employees.
3. Staff training is requested (Juvenile Care-Worker Self-Instructional Course and Mandt System ®) to effectively handling detained youth and for positive interaction between staff and detainees. Conducted onsite to avoid scheduling problems.

Facility Construction

1. New facility is requested to improve operations, to eliminate problems resulting from current obstacles, to ensure safety and well being of juveniles, to replace an aging building, and to provide effective programs and services.
2. Renovation is requested for the juvenile housing and central control areas
3. Expansion is requested for recreational, program, and classroom space to provide a safe environment, accommodate delivery of mandated programs and services, and allow for adequate educational and outdoor recreation programming.

Equipment and Technology

1. Surveillance system is requested for directly and constantly monitoring juveniles, staff, and visitors, decreasing false accusations of abuse, documenting staff misconduct and juvenile or visitor behavior in violation of laws or center rules, and providing recorded evidence in lawsuits, prohibiting the passing of contraband, and ensuring backup during times of low staffing.
2. Computerized system is requested for booking juveniles, networking with outside agencies, increasing efficiency in conducting health screenings and booking juveniles
3. Electric control board is requested to ensure proper timing of locking and unlocking doors in the facility.

Pike County Juvenile Detention Center Compliance Budget	
Personnel	Estimate
Full-time Food Service Employee	\$20,000
Salary Increases (20)	\$41,600
Staff Training	\$10,030
Total Personnel Costs	\$71,630
Facility Construction	Estimate
New Facility	\$2,100,000
Facility Renovation	\$100,000
Total Facility Construction Costs	\$2,200,000
Equipment/Technology	Estimate
Surveillance System	\$20,000
Updated Computerized Booking	\$20,000
Electric Control Board	\$40,000
Total Equipment/Technology Costs	\$80,000
Grand Total of Compliance Costs	\$2,251,630

Needs Cost Estimate Worksheet

Rankin County Juvenile Detention Center

Rankin County Juvenile Detention Center is located in Pearl, MS, can houses a total of 30 juveniles at a time, and is operated by the Sheriff's Office. Based on averages provided by similar-sized facilities, the daily cost per bed is \$54.44, with a yearly cost per bed of \$19,871.38. The center did not participate in the needs cost assessment and provided no requests or budgetary information.

Needs Cost Estimate Worksheet

Warren County Juvenile Detention Center

Warren County Juvenile Detention Center is located in Vicksburg, MS, and has a total capacity of 30 juveniles. Operated by the Youth Court, the daily cost per bed is \$43.63, with a yearly cost per bed of \$15,925.56. Currently, the center has no requests.

Needs Cost Estimate Worksheet

Washington County Juvenile Detention Center

Washington County Juvenile Detention Center is located in Greenville, MS, and can houses up to 28 juveniles at a time. Operated by the Youth Court, the daily cost per bed is \$75.05, with a yearly cost per bed of \$27,391.79. The estimated total cost = \$23,074.

Facility Construction

1. Storage facility is requested for effectively storing personnel and other important documents.

Equipment and Technology

1. Security/intercom system upgrade is requested for the effective communication between the control room, classroom, and holding facility next door
2. Hand-held two-radio system is requested for the effective communication between the control room, classroom, and holding facility next door.
3. Walk-through metal detector is requested to locate any concealed weapons, restrict items brought into the center by visitors, and ensure the safety of juveniles.

Washington County Juvenile Detention Center Compliance Budget	
Facility Construction	Estimate
Storage Facility	\$3,000
Total Personnel Costs	\$3,000
Equipment/Technology	Estimate
Hand held two-way radio	\$4,000
Upgrade security/intercom systems	\$12,000
Walk through metal detectors	\$4,074
Total Equipment/Technology Costs	\$20,074
Grand Total of Compliance Costs	\$23,074

Needs Cost Estimate Worksheet

Yazoo County Juvenile Detention Center

Yazoo County Juvenile Detention Center is located in Yazoo City, MS, and has 25 beds. Operated by the Youth Court, the daily cost per bed is \$47.89, with a yearly cost per bed of \$17,479.16. The estimated total cost = \$138,500.

Personnel

1. 4 additional detention officers are requested to ensure the effective monitoring of juveniles, prevent access to weapons or other contraband, better manage aggressive juveniles, and ensure each shift is fully staffed.
4. On-site nurse or other health professional is requested to ensure proper and immediate preventative care, conduct medical screenings during intake, and administer prescribed medications
2. Pay raises are requested to ensure retention of qualified employees

Equipment and Technology

1. Two computers are requested for daily educational use while juveniles are in custody
2. Classroom furnishings are requested for the effective provision of educational programs and services
3. Expansion of surveillance system is requested for increasing coverage to directly and constantly monitoring juveniles, staff, and visitors, decreasing false accusations of abuse, documenting staff misconduct and juvenile or visitor behavior in violation of laws or center rules, and providing recorded evidence in lawsuits, prohibiting the passing of contraband, and ensuring backup during times of low staffing.

Pike County Juvenile Detention Center Compliance Budget	
Personnel	Estimate
Full-time Detention Officers (4)	\$100,000
Full-time Nurse	\$30,000
Total Personnel Costs	\$130,000
Equipment/Technology	Estimate
Surveillance System Expansion	\$4,000
Computers (2 for educational use)	\$3,500
Classroom furniture and equipment	\$1,000
Total Equipment and Technology Costs	\$8,500
Grand Total of Compliance Costs	\$138,500

APPENDIX B:

**COST NEEDS
SUMMARIES FOR
JUVENILE HOLDING
FACILITIES**

Needs Cost Estimate Worksheets

Pontotoc County Juvenile Holding Facility

Personnel

1. Certified On-site Teacher with Educational Program Upgrade
2. Staff Training

Facility Construction

1. Recreation Area
2. Building Renovation
3. Visitation room expansion
4. Block Fence
5. Tinted windows for sight barriers
6. Shower Area Upgrade
7. Divider wall between male and female detainees
8. Sprinkler heads in individual cells

Equipment and Technology

1. Computers (students and administrative)
2. Surveillance System with Photo identification
3. Telephone system improvement
4. Fax Machine
5. Cell phone for traveling personnel
6. Automobiles for transporting juveniles
7. Jailer uniforms
8. TV/DVD for educational use

Scott County Juvenile Holding Facility

Personnel

1. 2 Full-time onsite nurses

Facility Construction

1. Surveillance System

Equipment and Technology

1. Surveillance System

APPENDIX C:
EXCERPTS OF
HOUSEBILL 199

Section 4 of House Bill 199 (43-21-321)

- (1) All juveniles shall undergo a health screening within one (1) hour of admission to any juvenile detention center, or as soon thereafter as reasonably possible. Information obtained during the screening shall include, but shall not be limited to, the juvenile's:
 - (a) Mental health
 - (b) Suicide risk
 - (c) Alcohol and other drug use and abuse
 - (d) Physical health
 - (e) Aggressive behavior
 - (f) Family relations
 - (g) Peer relations
 - (h) Social skills
 - (i) Educational status
 - (j) Vocational status
- (2) If the screening instrument indicates that a juvenile is in need of emergency medical care or mental health intervention services, the detention staff shall refer those juveniles to the proper health care facility or community mental health service provider for further evaluation, as soon as reasonably possible. If the screening instrument, such as the Massachusetts Youth Screening Instrument version 2 (MAYSI-2) or other comparable mental health screening instrument indicates that the juvenile is in need of emergency medical care or mental health intervention services, the detention staff shall refer the juvenile to the proper health care facility or community mental health service provider for further evaluation, recommendation and referral for treatment, if necessary, within forty-eight (48) hours, excluding Saturdays, Sundays and statutory state holidays.
- (3) All juveniles shall receive a thorough orientation to the center's procedures, rules, programs and services. The intake process shall operate twenty-four (24) hours per day.
- (4) The directors of all of the juvenile detention centers shall amend or develop written procedures for admission of juveniles who are new to the system. These shall include, but are not limited to, the following:
 - (a) Determine that the juvenile is legally committed to the facility;
 - (b) Make a complete search of the juvenile and his possessions;
 - (c) Dispose of personal property;
 - (d) Require shower and hair care, if necessary;
 - (e) Issue clean, laundered clothing, as needed;
 - (f) Issue personal hygiene articles;
 - (g) Perform medical, dental and mental health screening;
 - (h) Assign a housing unit for the juvenile;
 - (i) Record basic personal data and information to be used for mail and visiting lists;
 - (j) Assist juveniles in notifying their families of their admission and procedures for mail and visiting;
 - (k) Assign a registered number to the juvenile; and
 - (l) Provide written orientation materials to the juvenile.

- (5) All juvenile detention centers shall adhere to the following minimum standards:
- (a) Each center shall have a manual that states the policies and procedures for operating and maintaining the facility, and the manual shall be reviewed annually and revised as needed
 - (b) Each center shall have a policy that specifies support for a drug-free workplace for all employees, and the policy shall, at a minimum, include the following:
 - (i) The prohibition of the use of illegal drugs
 - (ii) The prohibition of the possession of any illegal drugs except in the performance of official duties
 - (iii) The procedure used to ensure compliance with a drug-free workplace policy;
 - (iv) The opportunities available for the treatment and counseling for drug abuse; and
 - (v) The penalties for violation of the drug-free workplace policy
 - (c) Each center shall have a policy, procedure and practice that ensures that personnel files and records are current, accurate and confidential
 - (d) Each center shall promote the safety and protection of juvenile detainees from personal abuse, corporal punishment, personal injury, disease, property damage and harassment
 - (e) Each center shall have written policies that allow for mail and telephone rights for juvenile detainees, and the policies are to be made available to all staff and reviewed annually
 - (f) Center food service personnel shall implement sanitation practices based on State Department of Health food codes
 - (g) Each center shall provide juveniles with meals that are nutritionally adequate and properly prepared, stored and served according to the State Department of Health food codes
 - (h) Each center shall offer special diet food plans to juveniles under the following conditions:
 - (i) When prescribed by appropriate medical or dental staff
 - (ii) As directed or approved by a registered dietitian or physician
 - (iii) As a complete meal service and not as a supplement to or choice between dietary meals and regular meals
 - (j) Each center shall serve religious diets when approved and petitioned in writing by a religious professional on behalf of a juvenile and approved by the juvenile detention center director
 - (k) Juvenile detention center directors shall provide a written method of ensuring regular monitoring of daily housekeeping, pest control and sanitation practices, and centers shall comply with all federal, state and local sanitation and health codes
 - (l) Juvenile detention center staff shall screen detainees for medical, dental and mental health needs during the intake process. If medical, dental or mental health assistance is indicated by the screening, or if the intake officer deems it necessary, the detainee shall be provided access to appropriate health care professionals for evaluation and treatment. Youth who are held less than seventy-two (72) hours shall receive treatment for emergency medical, dental or mental health assistance or chronic conditions if a screening indicates such treatment is needed. A medical history of all detainees shall be completed by the intake staff of the detention center immediately after arrival at the facility by using a medical history form which shall include, but not be limited to, the following:
 - (i) Any medical, dental and mental health treatments and medications the juvenile is taking

- (ii) Any chronic health problems such as allergies, seizures, diabetes, hearing or sight loss, hearing conditions or any other health problems
- (iii) Documentation of all medications administered and all health care services rendered;
- (m) Juvenile detention center detainees shall be provided access to medical care and treatment while in custody of the facility
- (n) Each center shall provide reasonable access by youth services or county counselors for counseling opportunities. The youth service or county counselor shall visit with detainees on a regular basis
- (o) Juvenile detention center detainees shall be referred to other counseling services when necessary including: mental health services; crisis intervention; referrals for treatment of drugs and alcohol and special offender treatment groups
- (p) Local school districts shall work collaboratively with juvenile detention center staff to provide special education services as required by state and federal law
- (q) Recreational services shall be made available to juvenile detainees for purpose of physical exercise
- (r) Juvenile detention center detainees shall have the opportunity to participate in the practices of their religious faith as long as such practices do not violate facility rules and are approved by the director of the juvenile detention center
- (s) Each center shall provide sufficient space for a visiting room, and the facility shall encourage juveniles to maintain ties with families through visitation, and the detainees shall be allowed the opportunity to visit with the social workers, counselors and lawyers involved in the juvenile's care
- (t) Juvenile detention centers shall ensure that staffs create transition planning for youth leaving the facilities. Plans shall include providing the youth and his or her parents or guardian with copies of the youth's detention center education and health records, information regarding the youth's home community, referrals to mental and counseling services when appropriate, and providing assistance in making initial appointments with community service providers
- (u) The Juvenile Detention Facilities Monitoring Unit shall monitor the detention facilities for compliance with these minimum standards, and no child shall be housed in a detention facility the monitoring unit determines is substantially out of compliance with the standards prescribed in this subsection
- (6) Programs and services shall be initiated for all juveniles once they have completed the admissions process.
- (7) Programs and professional services may be provided by the detention staff, youth court staff or the staff of the local or state agencies, or those programs and professional services may be provided through contractual arrangements with community agencies.
- (8) Persons providing the services required in this section must be qualified or trained in their respective fields.

All directors of juvenile detention centers shall amend or develop written procedures to fit the programs and services described in this section.

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