

Chapter: Supervision
Subject: Staffing Requirements
Section: 8.1
ODCY Rule: 5180:2-9-02
COA Standard: ASE; PDS; GLS; MHSU
Revised: 3/25/2020, 9/8/24, 4/3/2025

Child care staff shall be on duty providing supervision to youth where two or more youth are congregated to ensure an appropriate level of supervision of all areas of the facility, considering the ages and functioning levels of each youth in care. Child care staff shall provide supervision within sight or sound of the youth pursuant to the level of supervision specified in the youth's service plan and/or program level. A youth may be left alone or unsupervised only in accordance with the service plan and/or program level of that youth.

When youth are present there will be a minimum of one child care staff member for each of NRTC's three identified units (Timber/Tundra, Coyote, and Arctic). During waking hours at NRTC, there will be at least one child care staff person for each six youth. There will be a minimum of one child care staff member for each eight youth during sleeping hours. Staff shall remain alert at all times while on duty and are subject to disciplinary action for failing to abide by the following:

1. Staff must be awake and alert when on the job.
2. Any staff taking prescription medication or over-the-counter medication that contains a warning that the medication may cause drowsiness must report that they are taking such medication to their supervisor prior to beginning their work day.
3. Staff are required to report the observance of another worker sleeping on duty.
4. Staff members at NRTC shall not have overnight guests in the facility.

NRTC has a written work schedule including provisions for use of relief staff and a backup plan for emergency relief staff. All relief child care staff and emergency child care staff shall meet the requirements of rules 5180: 2-5-09, 5180:2-5-09.1 and 5180: 2-9-03 of the Administrative Code.

1. NRTC has a Staff Pattern which is updated as staffing or schedule changes occur.
2. NRTC employs part-time Youth Specialists to serve as relief staff and provide coverage when needed.
3. NRTC has a sufficient number of qualified personnel on-site that can respond to emergency and crisis situations including contract mental health professionals.
4. NRTC has same-gender and cross gender supervision as needed when indicated by individual treatment needs.
5. In the event of an emergency, all supervisory staff shall report to work as assigned by the Director.

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Newly hired child care staff shall be given on-the-job supervision and are not left unsupervised with youth until all of the following requirements have been met:

1. The person has completed the initial orientation required by rule 5180:2-9-03 of the OAC.
2. The person has completed an additional twenty hours of the first year training required by rule 5180:2-9-03 of the OAC. This includes universal precautions and self-protection training.
3. The person possesses a current American Heart Association or equivalent first aid and CPR certification. The CPR certification shall be the type applicable to the age and size of the youth able to be served in the facility.
4. The person has been trained and certified in Crisis Prevention Intervention.
5. The person has completed Trauma Informed Care training.

NRTC requires that the facility has received and reviewed the results of the criminal records check required by rule 5180:2-5-09.1 of the OAC.

Supervisors

Supervisors are responsible for the oversight of daily operations with youth and direct care staff. They serve as the communication liaison between administration and direct care staff. Supervisors are assigned to shifts based on qualifications, understanding of juvenile treatment and behavioral needs. Supervisors receive additional training and resources to be able to support the needs of the staff and the facility. Ratio standards of supervision are established per each shift and additional job duties and functions may be given out depending on the qualifications and experience of the supervisor. Supervisors are required to:

1. Provide regular scheduled supervision of direct care staff
 - a) Ensure that daily scheduled activities and programming take place and youth needs are met
 - b) Ensure that service delivery is performed in accordance to NRTC's mission, policies, procedures, and applicable law and regulations
2. Offer flexible support in response to crisis situations or urgent needs
 - a) Delegates workload and duties as sees fit
3. Conduct evaluation and training activities
 - a) Identify shift needs and support learning as needed by conducting shift training or reporting to administration training needs
 - b) Teach, Model and reinforce appropriate behavior and practices

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- c) Provide verbal and written feedback as needed, framing errors as opportunities for growth and continued and continued learning
- 4. Promote a supportive environment and recognize staff
 - a) Consistently recognize the strengths and accomplishments of personnel
 - b) Facilitate opportunities for personnel to learn from one another's successes
- 5. Provide additional support to personnel when they are:
 - a) New, or those needing additional support in core competencies
 - b) Experiencing challenging circumstances with the individuals and families or staff they work with

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ODCY Rule: 5180: 2-5-13(A)(1); 5180: 2-9-03; 5180:2-9-21; 510: 2-9-35
COA Standard: BSM; RPM; GLS; AM
Revised: 12/9/10; 5/1/20; 10/1/20; 4/19/23; 4/10/24; 7/25/2025

Physical Intervention Policy

NRTC has a written policy and procedure regarding the use of physical intervention. NRTC does not use isolation under any circumstance, and there is no separate confinement area in the facility.

NRTC prohibits the use of prone restraints.

- Prone restraint is defined as all items or measures used to limit or control the movement or normal functioning of any portion, or all, of an individual's body while the individual is in a face-down position for an extended period of time. Prone restraint includes physical or mechanical restraint.

Physical intervention of a youth is only to be utilized by a child care staff person who has received specific training and annual review in acceptable methods of physical interventions.

Documentation of such training is contained in the employee's personnel record. NRTC completes annual training in acceptable methods of physical interventions for the child care staff.

1. Physical intervention is only to be used in emergency circumstances when less restrictive interventions have been determined to be ineffective, and only to ensure the immediate physical safety of the youth, a staff member or others. The use of physical intervention is limited to the following emergency situations:
 - For protection of the youth from imminent harm.
 - To protect another person from the youth.
 - For self-protection.

The physical intervention shall end when the youth regains self-control or when the youth's behavior no longer constitutes an emergency. Physical interventions are not to last more than 30 minutes. Physical Interventions lasting longer than 30 minutes require reauthorization by a physician or qualified clinician.

2. NRTC utilizes the Nonviolent Crisis Intervention Training Program by the Crisis Prevention Institute, Inc. (CPI) and OPATA developed Control Positions. NRTC provides all administrators and child care staff with training in the use of physical interventions annually. Child care staff will use only the least restrictive physical intervention necessary to control a situation. Physical restraint is never to be used as

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- punishment and only be used as a last resort.
- The physical intervention techniques used by NRTC are CPI Seated Position (low, medium, high) and Standing Position (low, medium, high).
3. NRTC will also use variations of OPATA developed Subject Control Body Locks: Standing (front, side, rear) and Seatbelt Standing (rear and side), as a least restrictive restraint to control a situation and prevent harm of youth and staff. See attached Subject Control information sheet.
 4. Physical interventions shall only be utilized by staff who have current American Red Cross or equivalent First Aid and CPR certification.
 5. All incidents of physical intervention must be documented in writing in a Critical Incident Report (CIR).
 - A staff member involved in the restraint will complete a CIR.
 - The CIR should detail the circumstances that prompted the restraint, as well as the mental and physical condition of the youth.
 - Staff must document any follow-up that occurred. This includes the youth's response to the restraint, debriefing of the youth, and debriefing of any staff or other resident involved.
 - The staff member will sign and date the CIR, and a copy will be placed in the youth's file.
 - A supervisor is to review and sign the CIR and will make any necessary follow up.
 6. Any physical intervention techniques used to restrain a youth will be previously approved and listed in the behavioral intervention policy of the residential facility (Policy 8.4).
 7. NRTC has established a system where instances of behavior that are a danger to a youth or to others shall be brought to the attention of appropriately trained behavior management staff.
 - Staff should immediately notify the Director or supervisor on duty if the incident occurs during normal business hours. The on-call manager should be contacted if it occurs after hours. The Director, manager or supervisor who was contacted shall then determine the appropriate plan of action. The staff member reporting the incident should complete a CIR documenting the incident and immediate action taken.

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8. NRTC has established an ongoing system in our Performance and Quality Improvement plan for collecting and reviewing monthly aggregate data that reflects the use of restrictive treatment elements, including but not limited to: the number of applications of physical restraint; the youth's name and age; the names of staff members who participated in each instance of physical restraint, the range and average length of the physical restraint, the injuries, as recorded in the Critical Incident Report. Any CIR's for physical restraint are attached to the monthly aggregate data.

The administrator or designee is to review the information collected on the use of physical restraint on a monthly basis to:

- Identify and evaluate trends
- Determine strategies to lower incidents of physical restraint and injury
- Document the review with the aggregate data
- Review how agency practices compare with evidence based best practices
- Use findings from quarterly risk management reviews of restrictive behavior to inform staff about current practices and the need for changes
- Revise policies and procedures when necessary
- Determine when additional resources are needed

Disciplinary Policy & Procedures

Disciplinary procedures are to be humane, instructive and are to be administered with fairness, consistency and respect and regardless of the youth's race, sex, gender identity, sexual orientation, disability, religion or cultural heritage. All cruel and unusual punishments/practices are prohibited including, but not limited to the following:

1. Physical/corporal punishment such as spanking, punching, paddling, shaking, biting, hair pulling, pinching, pushing, or physical hitting inflicted in any manner upon the body, or roughly handling a youth.
2. Physically strenuous work or exercises, when used solely as a means of punishment or discipline.
3. Forcing a youth to maintain an uncomfortable position, or to continuously repeat physical movements when used solely as a means of punishment or discipline.
4. Group punishments for the behavior of an individual. A group activity shall not be cancelled for the entire group due to the behavior of one or more individuals.
5. Verbal abuse, including swearing, directed at a youth or derogatory remarks about a youth's family, race, religion, or cultural background, or threats of physical violence against a youth or removal of the youth from the facility.

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6. Denial of social or recreational activities for more than five consecutive days without prior written approval of the facility administrator and a certified or licensed practitioner of behavioral science.
7. The denial of social, mental health or casework services, medical treatment, educational services, or access to their guardian ad litem or attorney, probation officer, court appointed special advocate, placement worker or caseworker.
8. The deprivation of hydration, meals or any required snack.
9. The use or denial of any medication as a punishment or discipline.
10. The denial of visitation or communication rights with a youth's family as a means of punishment or discipline.
11. The denial of sleep.
12. The denial of shelter, clothing, bedding or restroom facilities.
13. The use of physical restraint as a means of punishment or discipline, as a substitute for appropriate staffing patterns, for the convenience of personnel, or in response to property damage that does not involve imminent danger to self or others.
14. Organized social ostracism such as codes of silence.
15. The use of chemical restraint.
16. The use of mechanical restraint.
17. Isolation in a locked or unlocked room used as punishment.
18. The use of prone restraints. Prone restraint is defined as all items or measures used to limit or control the movement or normal functioning of any portion, or all, of an individual's body while the individual is in a face-down position for any period of time. Prone restraint includes physical or mechanical restraint.
19. Time out exceeding one minute for each year of the youth's age, unless approval is granted by a certified or licensed practitioner of behavioral science and documented in the youth's service plan.
20. Punishment for actions over which the youth has no control such as bedwetting, enuresis or encopresis.

NRTC's disciplinary procedures are explained to all staff during orientation and to each youth during intake, according to their age and functioning level. Disciplinary procedures are outlined in the program handbook and are given to persons or agencies who desire to place youth in the facility, parent(s)/guardians and the youth.

Discipline shall be administered only by persons who are administrators or employees with direct care responsibilities. Youth shall not discipline other youth. All staff involved in the discipline of youth shall meet the requirements of rule 5180: 2-9-03 of the Administrative Code and in accordance with any applicable federal or state requirements.

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Any intervention that produces adverse side effects or is deemed unacceptable according to prevailing professional standards will be discontinued immediately.

NRTC employees, contract staff, student interns and volunteers shall not engage in any act of omission or commission which results in the death, injury, illness, abuse, neglect or exploitation of any youth.

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Subject: Behavioral Intervention Policy
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ODCY Rule: 5180: 2-5-13(A)(14)
COA Standard: BSM; RPM; CR
Revised: 05/12/20; 11/10/21; 4/8/22; 4/10/2022;
7/10/2023; 7/23/25; 1/30/26

Behavior Management Program Overview

NRTC uses a multi-tiered system of supports to guide youth through treatment using both positive and corrective behavior interventions. All interventions are designed to be the least intrusive and least disruptive to the youth, while supporting their safety and growth.

1. Positive Behavioral Interventions

1. Level System (Behavioral & Therapeutic Program)

Youth progress through a structured, three-phase treatment model:

- *Phase I – Orientation*
 - a. Establish treatment goals and learn program expectations
 - b. Assigned a support staff and Treatment Team
 - c. Participate in a 3-day program orientation and complete a test
 - d. Requires a minimum of 2 treatment weeks in “high response” to advance
 - e. Limited privileges (e.g., two weekly phone calls, no off-campus time)
- *Phase II – Residential (Levels A, B, C)*
 - a. A-Level: Learn the program and begin treatment in earnest
 - i. Requires 6 treatment weeks in high response (last 2 weeks to petition for advancement)
 - ii. Earn privileges like supervised off-campus outings and phone calls
 - b. B-Level: Focus on treatment goals
 - i. Requires 6 treatment weeks in high response (last 3 weeks to petition)
 - ii. Eligible youth may receive 10-hour home passes and additional personal property
 - c. C-Level: Demonstrate leadership and prepare for discharge
 - i. Requires 6 treatment weeks in high response (last 4 weeks to petition)
 - ii. Eligible youth may receive overnight home passes and community transportation
- *Phase III – Transition (D-Level)*
 - a. Begin community reintegration and implement aftercare plan
 - b. Eligible youth may receive extended home passes, community school reentry, and reduced treatment hours based on aftercare needs
 - c. Requires 6 treatment weeks in high response to complete
- *Note:* Youth in the 45-day program are not placed on the level system. Their behavior is monitored through a point-based high/neutral/low response framework.

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2. Behavioral Incentive System

- *Pack Points (Tier 1 Positive Intervention)*
 - a. Awarded for exceptional or improved behavior
 - b. Cannot be taken away
 - c. Redeemable for incentives like snacks, hygiene items, or privileges
- *Daily Points*
 - a. Earned hourly (up to 75/day)
 - b. Determines weekly “response status”:
 - i. High Response: Eligible for advancement and full privileges
 - ii. Neutral Response: Warning status; 2 consecutive weeks will pause advancement
 - iii. Low Response: Loss of treatment week, home passes, and certain privileges

Level Response Table

Level High Response Neutral Low Response

A	>465	455–465	≤454
B	>475	465–475	≤464
C	>489	–	≤489
D	>500	–	≤500

- *Positive Touch*
 - a. Staff use appropriate, comforting physical interactions within a youth’s comfort level.
- *Recreational Activities*
 - a. Earned through high response; can be limited for low responders.

2. Restrictive and Corrective Interventions

These are used only when necessary and as part of a progressive system of consequences.

A. Verbal Interventions

1. Staff use limit-setting, verbal feedback, redirection, and prompted relaxation
2. Youth may request voluntary time-out

B. Behavior Matrix

1. Clearly outlines behavioral expectations and consequences
2. Expectations are taught, modeled, and reinforced

C. Therapeutic Fines (Tier 1)

1. Issued for violations of expectations (e.g., work ethic, attitude, time management)
2. Youth can “restitute” by taking responsibility and earning back lost points

D. Activity Restriction (Tier 2)

1. Temporary removal from program privileges or recreational activities (1–4 hours based on behavior)

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E. Severe Conduct Violation (SCV) (Tier 2)

1. Issued for serious infractions (e.g., violence, contraband, sexual misconduct)
2. Results in loss of privileges, verbal/written restitution, and restricted activity time

F. Physical Intervention

1. Used only as a last resort when a youth poses a serious threat to self or others and fails to respond to verbal de-escalation
2. Staff Training: All staff are certified in Nonviolent Crisis Prevention Intervention (CPI) and approved control methods, including:
 - a. CPI Seated Position (low, medium, high) and Standing Position (low, medium, high)
 - b. OPATA-approved Subject Control and Body Locks
 - c. See Policy 8.2 for additional guidance

3. Contraindications for Use of Restrictive Interventions

NRTC follows strict procedures to ensure interventions are not used when contraindicated.

A. Pre-placement Screening

1. Assesses behavioral, developmental, and medical risks

B. Health & Mental Health Assessments

1. Conducted by licensed professionals

C. Contraindication Considerations Include

1. Medical conditions
2. Past trauma or intervention outcomes
3. Psychological vulnerabilities
4. Social/environmental factors

D. Prohibited Practices

1. Chemical restraints
2. Cruel, unusual, or inhumane punishment
3. Punishment for conditions outside a youth's control (e.g., bedwetting)
4. Use of restraint for staff convenience
5. Peer-to-peer discipline

4. Accommodations for Youth with Disabilities

1. Interventions are individualized to match each youth's developmental, physical, and cognitive needs
2. Youth with severe disabilities are screened by the NRTC Referral Team
3. If deemed incompatible with NRTC programming, they will be referred to appropriate services by the court or child welfare agency

5. Personnel Credentials

A. Designing and Approving Interventions

1. Must have a master's degree and/or professional license (e.g., LPC, LSW)

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B. Implementing Interventions

1. Must have a high school diploma or GED
2. Trained in behavioral intervention strategies and nonviolent crisis response

C. Monitoring and Supervising

1. Minimum of a high school diploma
2. Supervised by qualified clinical staff

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Subject: Runaways
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ODCY Rule: 5180: 2-9-23(A)(2)
COA Standard: ASE; GLS
Revised: 4/24/20; 7/28/2025

NRTC will utilize all appropriate means available to keep youth safe and to remain at NRTC by providing a supportive environment. Direct child care staff and clinical staff will identify risk or triggers that may indicate the likeliness of a youth to run from the program and adjust supervision and supports as necessary. In the event that a youth runs away from NRTC, the following procedure is implemented:

1. Staff members will search the facility and the grounds to confirm that the youth is not at the facility.
2. Staff members will immediately notify the following:
 - The supervisor on duty
 - The on-call administrator
 - The Montgomery County Sheriff's Office.
 - The youth's parent/guardian.
 - The supervisor shall notify the Probation Officer within 24 hours so a warrant can be issued.
3. Reporting staff members shall complete a Critical Incident Report (CIR) within 24 hours. Supervisors will review and forward the CIR to a manager who will ensure that the placing agency receives a copy of the incident within the next business day.
4. The CIR will be kept in the youth's file for review.
5. A record of runaways (AWOL) will be kept and reviewed as needed at least quarterly. Reports will be submitted annually to the board.
6. Youth who return to the program will be welcomed in a supportive manner and have an additional medical screening performed. Both youth and staff will be debriefed of any additional concerns or changes in service plan.

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Subject: Searches
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ODCY Rule: 5180: 2-9-19
COA Standard: GLS
Revised: 4/24/2020; 8/5/2022; 6/1/2023; 1/1/26

Due to the open nature of NRTC, it is necessary for youth and/or the facility to be searched, in order to detect and confiscate any items which pose a clear health or safety risk, or which interfere with the rights or privileges of others, or which are illegal to possess as a matter of state law or local ordinance. Searches may also be conducted to detect items that may be inappropriate or to locate missing property within the environment. Staff members may conduct unannounced and irregularly timed searches of the youths' rooms. NRTC shall make reasonable efforts to have the youth present during a search of the youth's personal belongings. All searches of residents or their property are conducted in a trauma-informed manner that respects the clients rights, dignity and self-determination and follows guidelines outlined in the OAC.

For the purposes of this policy, contraband is defined as any item that is not approved to be in the environment. This includes items that have not been properly checked in by the case manager, probation officer, or youth specialist (t-shirt, radio, etc.), as well as illegal items that are not allowed on campus (drugs, weapons, etc.). Contraband may also include items within the environment that have been stolen (snacks, bus tokens, etc.).

1. All room searches completed by NRTC employees are to be documented on the shift report, and timely notification of a parent and/or guardian is to be completed by staff.
2. Staff members conducting searches will be trained in trauma informed practices. Searches shall be thorough, but efforts shall be made not to damage youths' personal property.
3. Youth returning to NRTC from home visits, school, Community Resources, etc. will enter the building through the main entrance and metal detector. If necessary, they may be security wanded and/or asked to empty their pockets and remove their shoes, in addition to any coat or backpack/bag they may have. Staff members will then inspect the youths' personal property to ensure they are not bringing contraband into the facility.
 - Any contraband shall be confiscated and secured in the locked staff office. The staff member shall inform the supervisor on duty. Depending on the nature of the contraband, the youth shall receive appropriate consequences.
4. If after the initial search of the youth's property there is reason to believe the youth has dangerous and/or illegal contraband on his or her person, the following procedure will be implemented, with supervisory approval:
 - The youth will be asked to go into the shower stall of their unit bathroom, where they will remove their clothing behind the closed partition. Two staff members will be present outside of the shower room to monitor the process. The youth will be asked to hand their clothing to a staff member over the partition wall, so the staff member can inspect the clothing for contraband. Any contraband shall be confiscated and secured in the control room.

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- After searching the youth's clothing, the staff member will return the clothing to the youth over the partition wall, so they may get dressed. The youth will then be asked to leave the shower stall so the staff member can inspect the shower area to ensure contraband was not left in the stall.
- If a youth suspected of having dangerous and/or illegal contraband refuses to comply with the search process, the staff member may contact law enforcement for assistance. The youth may be kept separate from other youth until law enforcement arrives.

Youth and their parents/guardians are informed of this policy at the time of admission to NRTC.

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COA: RPM
Revised: 4/24/20; 1/1/26

To maintain the security of NRTC, all keys and swipe badges necessary for facility operation will be issued from and maintained by the Operations Manager. A current inventory of all keys are maintained and updated as needed.

Supervisors, administrative personnel and other persons approved by the Director will be issued a key and swipe badge with the appropriate security level. All other keys and swipe badges will remain secured in the Operations Manager's Office.

A master key will be maintained by the Administrative Assistant and can be signed out to approved personal as necessary.

Vehicle keys can be obtained in the staff office and/or at the Administrative Assistant's desk. Staff are required to properly document their travels in the log books.

Staff members are to maintain any keys and swipe badges on their person at all times. Youth are not permitted to use or possess facility or vehicle keys. Staff members are to report lost or damaged keys to a supervisor immediately, in addition to completing a Critical Incident Report to document what happened.

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It is the policy of the Nicholas Residential Treatment Center to provide a two-way communication system between staff throughout the facility. Only the NRTC's business will be transmitted via the two-way radio system on channel one. Radio operators will be instructed as to proper procedure prior to the use of the two-way radios.

Radio Operating Procedures:

1. Be respectful; do not cross talk someone when someone else is speaking. Wait until the frequency is open before transmitting.
2. Radio messages will be transmitted in a calm, matter-of-fact manner. Staff will speak in a clear audible tone of voice. Profanity, loud and/or sarcastic language will not be used. All calls will be brief to the point and professional.
3. Staff will answer all radio calls promptly.
4. Radio operators will immediately notify their supervisor in the event of an emergency situation.
5. The supervisor will have immediate access and working knowledge of various information and location in the facility. These include, but are not limited to court employee telephone directory, court employee's home telephone numbers, public works employee's numbers, equipment repair numbers and emergency plans.
6. Radio calls of a personal nature are not permitted. Personal information will not be given out on the radio. If a serious personal problem arises requiring contact with an employee, the supervisor will advise that employee to call them directly by telephone.
7. When a call is dispatched to a certain employee that employee will respond, unless a problem arises that makes it physically impossible for that employee to respond. If the employee does not respond after two calls by the dispatching staff, the staff will notify the supervisor.
8. On calls of a serious nature (such as riots, fires, serious injuries, attempted escapes/escapes) the staff will as possible, notify all other staff and the supervisor. The supervisor will contact the on call Program Manager, the Director and other contacts as required by the emergency plan.

Care and Maintenance of Portable Radios and Chargers:

1. Staff will test all radio and emergency equipment at the beginning of their shift. Any problems or deficiencies will be brought to the supervisor's attention.
2. Portable radios are to be kept on the charger when not in use.
3. Staff are to use radios labeled and assigned to their area. Staff are to sign radios in and out in the Control Room or designated area.
4. Portable radios assigned to staff supervising youth must be worn on their person by special clip or holster. **AT NO TIME WILL PORTABLE RADIOS BE LEFT UNSECURED. STAFF ARE RESPONSIBLE FOR THE SECURITY OF THEIR RADIOS AT ALL TIMES.**