



Juvenile Community Programs Section Best Practice Guide

*This guide is based on suggested **best practice for funded programs** and should not be confused with JPCP and Community Programs Section-Funded Programs Minimum Standards.*

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Table of Contents

Best Practice Guidelines	Documents
Gift Cards	1
DPS JCPC Purchased Vehicles and Capital Outlay	2
Employee Training Manual	3
DPS Use of Information - Public Records	4
Client Files and Record Retention	5
Media Involvement	6
Program Closure Procedures	7

DOCUMENT 1: Gift Cards

For additional information and guidance on gift cards, agencies should refer to:

<https://www.pbmares.com/can-not-for-profits-use-gift-cards/>

Allowable

- While not necessarily advised, an agency itself may utilize gift cards the sponsoring agency purchased when adhering to written agency controls over the use of gift cards.
NOTE: See DPS JCPC policy minimum standards, Policy 2 Operational Requirements, 2.3, A. #23 and the below section titled Sponsoring Agency Use of Purchased Gift Cards.
- Gift cards may be distributed to youth and/or parent(s)/guardians as a program incentive to encourage attendance (i.e., gas cards) and/or as a reward for attending or program completion. The distribution of a gift card must be documented in the Individual Plan of Care or in the youth's file stating the reason for the incentive (i.e., assist with transportation to programming, attendance, program completion).

Procedures and Controls

Sponsoring agencies should have a written/approved operational procedures and controls governing a transparent process describing the use of gift cards to ensure alignment with the agency's overall purpose. Procedures and controls should include:

1. A maximum value per card, per Board of Directors approval, when applicable.
2. Describing the secure location where gift cards are stored (i.e., locked desk/cabinet),
3. The names of appropriate businesses where gift cards may be purchased,
4. A process of maintaining documentation of purchase(s) including:
 - a) the date of purchase,
 - b) the type of gift card (i.e., Walmart, gas card, name of restaurant, etc.),
 - c) the gift card serial number from each gift card (when available, should be individually recorded in order to clearly document which gift cards are distributed),
 - d) name/signature/date of person receiving each gift card,
 - e) name/signature/date of staff distributing the gift card; and
 - f) the reason a gift card is distributed (*i.e., youth completed programming*).
5. A standing restriction that gift cards cannot be used for is alcohol, weapons and tobacco products.

NOTE: Some businesses can restrict specific items from being purchased with a gift card so it may be worth inquiring about.

Sponsoring Agency Use of Purchased Gift Cards

When possible, the sponsoring agency that purchased gift cards should avoid using the gift cards for agency purchases. Agency use of a gift card purchased with DPS JCPC funds must be accompanied by the receipt(s) outlining purchased items up to the value of the card(s).

Should Not Be Allowable

- Purchasing gift cards or other types of debit cards not specific to a business (i.e., VISA, MasterCard, American Express, etc.).

*NOTE: **Actual cash or checks** paid/written directly to any youth, parent(s) and/or guardian(s) for participation or completion of a program is not allowable. This does not apply to vocational skills programs that pay youth an established hourly rate, for hours worked at a job.*

DOCUMENT 2: DPS JCPC Purchased Vehicles and Capital Outlay

Applies to vehicles/capital outlay equipment purchased with DPS JCPC funds including, DPS discretionary funds.

Common Questions

- **Cash Match for Capital Outlay Items**

Q: How is the required cash match used when an agency purchases a vehicle/equipment with DPS JCPC funding?

A: The cash (match) an agency provides goes towards the actual purchase price of the vehicle/equipment.

NOTE: The match amount is the same as the county required match for a budget (10%, 20% or 30%).

- **Cash Match and the Transfer of a Vehicle/Equipment**

Q: If a vehicle/capital outlay equipment is transferred to my agency, is my agency required to provide a cash match?

A: No. Per approval of the JCPC and County, when a program transfers a vehicle/equipment to another JCPC funded program or youth serving agency, the agency receiving the vehicle/equipment does NOT provide a cash match. The cash match was required at the time of purchase and the agency that originally purchased the vehicle/equipment, used their cash match towards the purchase of the vehicle/equipment.

- **Purchased Vehicles**

Q: If my agency purchases a vehicle/capital outlay equipment with DPS JCPC funds, does it become agency property should the sponsoring agency cease to receive JCPC or other Community Programs funding?

A: No. See DPS JCPC policy minimum standards, 9 Final Accounting, for the required reporting. Vehicles/capital outlay equipment are required to be listed on the Equipment Inventory Form in NCALLIES and once the program ceases to receive funding, technically becomes property of the County and subject to Transfer and Disposal policies.

- **Selling Vehicles**

Q: When a vehicle/capital outlay equipment my agency purchases with DPS JCPC funds is no longer needed, useable or the program/agency is closing, do we sell or dispose of the vehicle/capital outlay equipment?

A: No. The transfer and disposal of property requirements in DPS JCPC Policy 1 JCPC Operations outlines the steps an agency must follow. Agencies can **NOT** discard/sell vehicles/capital outlay equipment but must inform their DPS Area Consultant and Juvenile Crime Prevention Council (JCPC) when a vehicle/capital outlay equipment is no longer needed, useable or the program is closing.

NOTE: DPS JCPC Policy provides an opportunity for vehicles/capital outlay equipment purchased with DPS JCPC funds to be transferred to another program, sold by the County and/or disposed of.

General Accountability Practices for Vehicles Purchased with DPS JCPC Funds

Work Duties: Agencies should have clear written policies stating an agency vehicle can only be used for agency business unless prior approval from the Program Manager has been granted for personal use.

General Accountability: Agencies should not allow vehicles for personal use including vehicles being at a private residence and specifically overnight unless prior approval is granted by the Program Manager.

Maintain a Vehicle Travel Log: Agencies should create a travel log sheet for each vehicle that records the use of the vehicle, see below **EXAMPLE**.

Date	Drivers Name	Purpose of Use	Beginning Mileage	Ending Mileage	Total Mileage

Retain Maintenance Records: Agencies should keep records of the maintenance for vehicles purchased with DPS JCPC funds especially when there are approved funds in the budget for the maintenance of vehicles. (i.e., Gas, oil changes, tires, repairs, costs of inspections, tags, registration, etc.)

Capital Outlay

A Capital Outlay expenditure is defined as equipment valued in accordance with Office of State Budget policy and with a life expectancy of more than one (1) year purchased with funds or local match. **Reference 14B NCAC 11B.0110**

Match Requirements

DPS JCPC Policy 6 Program Eligibility for Funding, Capital Expenditures:

Cash match shall be required for the expenditure of DPS JCPC and Community Programs Section funds for capital outlay items, \$500 or more, by programs. The amount of the local cash match required for the capital expenditure is determined by the County match rate.

Chart of Accounts

Providers should reference the Chart of Accounts, available at: [North Carolina Department of Juvenile Justice and Delinquency Prevention \(ncdps.gov\)](http://ncdps.gov), when developing budgets for DPS JCPC funding.

Section V of The Chart of Accounts includes specifics for the purpose of capital outlay equipment/vehicles.

DOCUMENT 3: Employee Training Manual

The Importance of an Employee Training Manual

A comprehensive employee training manual should include more than minimum program operating procedures and required program policies but should serve to guide employee training that informs/conforms performance to agency/program component deliverables. Well-constructed training manuals provide written historical record of programming practices, specific employee position requirements, service-delivery method/content, enable departmental functions in the absence of key employees, provide new employees with valuable information and codify workplace rules and guidelines. Agencies that develop employee training manuals also find it easier to provide workplace orientation and employee training with written materials.

Specific Quality Measures for consideration when developing an employee training manual include:

- Training protocol for service delivery
- Staff training plan
- Staff retention and program continuity when vacancies occur
- Sponsoring agency's internal evaluation, monitoring and corrective action
- Staff evaluation schedule

Training Content

Agencies that provide employee orientation often provide new hires with an employee handbook as a form of a training manual which should describe employee/volunteer training requirements. Keep in mind, employees/volunteers should have opportunities to earn training hours by attending conferences in-person, from an inter-agency training opportunity as well as on-line learning.

At a minimum, agencies should consider having:

- A systematic training plan with specified minimum annual training hours for each position with training goals and objectives related to services provider, and delivery of interventions to youth and families,
- A regular and consistent training schedule,
- Training sessions in program service delivery, as well as clinical supervision when applicable; and
- Trainings documented in individualized training records and filed with employee records.

Employee handbooks often contain workplace rules and guidelines with which employees should be familiar before they assume their job duties and responsibilities. Employee handbooks usually have acknowledgement forms that employees must sign to indicate receipt and understanding of agency policies. Signed forms are usually filed in each employees' personnel file and remains part

of the complete employment record. Employee training manuals/handbooks give employees much-needed support for adhering to workplace rules and serve as reference material should questions about agency policies arise.

NOTE: Reference DPS JCPC policy minimum standards which describes within each program type, minimum standards for staff and volunteer orientation as well as the number of annual training hours.

Agency Program Evaluation, Monitoring and Corrective Action for Quality Management

Manuals/handbooks that include best practices are essential for consistent employee/volunteer performance and quality management. Agencies should consider having:

- Written effectiveness measures with specified methods and procedures to collect and examine data to measure and improve program delivery performance by direct service employees/volunteers (i.e, Is the dosage and duration for a program type being delivered? Is the curriculum followed?),
- A set frequency of how often program delivery is monitored; and
- A plan if deviations from program delivery are identified and what a corrective action plan includes.

Agencies that provide services over multiple counties can use training manuals/handbooks to standardize workplace processes that provides consistency for employees/volunteers, no matter where their workstation is located.

DOCUMENT 4: DPS Use of Information - Public Records

Emails and information entered into documents submitted to and utilized by the DPS Juvenile Community Programs Section becomes Public Record. This includes but is not limited to:

- Addresses, phone numbers, fax numbers and email addresses submitted by the provider on applications submitted through NCALLIES and/or used in the Service Directory.
- Information entered into NCALLIES is also published in the Services by County section of the DPS website.

Providers must review their information with that in-mind and only submit information that would not be sensitive for public viewing.

DOCUMENT 5: Client Files and Record Retention

NOTE: See DPS JCPC policy minimum standards, 2 Program Operational Requirements, 2.3 (retention) & 2.4 (client files) for additional information.

Record Retention

The State of North Carolina basic records retention policy requires all records to be retained for a minimum of five (5) years or until all audit exceptions have been resolved, whichever is longer. If the Program Agreement is subject to Federal policy and regulations, record retention may be longer than five (5) years since records must be retained for a period of three (3) years following submission of the final Federal Financial Status Report, if applicable, or three (3) years following the submission of a revised final Federal Financial Status Report. Also, if any litigation, claim, negotiation, audit, disallowance action, or other action involving this Program Agreement has been started before expiration of the five-year retention period described above, the records must be retained until completion of the action and resolution of all issues which arise from it, or until the end of the regular five-year period described above, whichever is later.

Provider Requirements – Active Files and Record Retention

Active Files: The below forms/documents are required, by DPS JCPC policy minimum standards, for a provider to maintain in a juveniles file while programming is being provided (active files).

Record Retention: Per DPS, only the documents in **red** are required for an agency to store for record retention (after a juvenile is terminated from the program) and those not in red must be destroyed (shredding ensures confidentiality).

1. Referral Form
2. Participant Agreement
3. Medical information
4. Copies of any screenings and/or assessments of the juvenile produced by the program
5. Contact record supporting admission and termination dates as entered in NCALLIES, dates of juvenile and/or family participation and duration of the recorded contact, collateral contacts, and results of each contact.
6. Copies of all written correspondence
7. Progress Reports to Juvenile Court
8. Records to include timesheets of completed hours of community service and/or restitution payments
9. Victim loss information, when applicable
10. Verification of restitution and/or community service obligation such as the court order/NCJOIN DJJ Juvenile Conditions, diversion plan/contract, mediation reparation agreement, law enforcement referral form or Teen Court jury deliberation form, when applicable
11. Juvenile and Family Data Sheet when a juvenile is referred by Court Services to residential services or clinical evaluation and treatment programs
12. Juvenile Assessment data (YASI information), when referred by Court Services
13. Community Programs Risk Assessment Tool for JCPC Programs that's completed by the program for all referred juveniles

14. Termination report
15. Individual Plan of Care *Note: See specific program types for individual plan of care requirements. This document may be included in the participation agreement or a separate document.*
16. A consent for the agency to request or release information about the juvenile which has been signed by the parent(s)/legal guardian(s)
17. Jury Deliberation Form (Teen Court programs only)
18. For residential programs only:
 - a. Documentation of legal custodian's placement authority,
 - b. Legal Custodian's Consent for placement,
 - c. Legal Custodian's Consent for medical records, including physical and immunization records;
and
 - d. Social history summary.

DOCUMENT 6: Media Involvement

The below process should be followed in the event a program experiences media involvement with DPS JCPC funded programming. This process is designed to uphold the confidentiality of youth/families served by programs.

Reporting Media Involvement - Provider and DPS Responses

Provider

In the event of an emergency and the media contacts a provider or is on-site of an incident, the names of youth/families involved with the program cannot be disclosed nor any details of the emergency. Youth should be moved to a safe and secure location, when possible, to avoid media photos from being taken and provider(s) must follow the agency's existing emergency plan.

The provider must immediately report to the DPS Area Consultant assigned to their county that media has contacted their agency requesting information and/or on-site of.

DPS Area Consultant

1. Immediately report the incident to their Area Manager,
2. Confirm who will notify the Chief Court Counselor when juvenile court referred youth/families are involved/on-site. In the event an incident is reported after business hours or on the weekend, notification must be made with the on-call Juvenile Court Counselor; and
3. Communicate to the provider next steps and if an incident report is required.

DPS Area Manager

1. Immediately report the incident to the Director for DPS Juvenile Community Programs Section who will determine if a designated spokesperson is needed to address media inquiries in the first few hours of the crisis until the DPS Juvenile Justice Communications Officer/staff can reach the scene or respond with instructions.

Director for DPS Juvenile Community Programs Section

1. Immediately report the incident to the DPS Chief Deputy Secretary and to the DPS Juvenile Justice Communications Officer, who can respond to the scene of the emergency, if needed, to assist with media and public relations.

NOTE: Comments should not be made to the media until after consultation with the Juvenile Justice Communications Officer.

DOCUMENT 7: Program Closure Procedures

A funded program may close (*early or at the end of a fiscal year*) for any of the below reasons:

- 1) The agency may choose not to re-apply,
- 2) DPS JCPC may not approve funding,
- 4) DPS JCPC/County may choose to end funding during a fiscal year,
- 5) The agency may abruptly close with no notice; and/or
- 6) Other reason(s).

In any case, the agency is responsible to follow certain procedures to “close out” the program including but not limited to:

- 1) Terminating all active youth in the NCALLIES client tracking database,
- 2) Submitting final accounting and issuing a possible refund to DPS,
- 3) Storing juvenile records (client files) in a secure location for a minimum of five (5) years after the juvenile’s termination date from programming; and
- 4) Maintaining programming fiscal records (*there’s no record retention timeline for keeping fiscal records*).

NOTE:

Reference DPS JCPC policy minimum standards, Policy 2 Program Operations and document 6, Client Files and Record Retention, of these best practices regarding the documents that must be retained.

Storing records may be a challenge (having a location) for some agencies that close programming altogether and no longer have office space. The County may be able to provide storage and even storage units have been rented (for non-profits, Board of Directors paid the monthly fee). Keep in mind, wherever the storage may occur, it must be a secured location (i.e., locked filing cabinets) for confidentiality of youth and families. It is not the responsibility of DPS to maintain files.