



Juvenile Justice and  
Delinquency Prevention  
NC DEPARTMENT OF PUBLIC SAFETY

***COMMUNITY PROGRAMS***  
***CP 1: Juvenile Crime Prevention Councils***  
***and Community Programs***  
***Section-Funded Programs***  
***Minimum Standards***  
***POLICY***

**Prepared: December 2023**

**Effective: July 1, 2024**

**Technical Correction completed November 7, 2024**



## TABLE OF CONTENTS

<b>Document and Signature History</b> .....	<b>vi</b>
Related Standards, Citation, and/or Legislation .....	vii
<b>1 Operations: JCPC Operations</b> .....	<b>1</b>
1.1 Purpose .....	1
1.2 Policy Statement .....	1
1.3 Requirements .....	1
<b>2 Operations: Program Operational Requirements</b> .....	<b>8</b>
2.1 Purpose .....	8
2.2 Policy Statement .....	8
2.3 Requirements .....	8
2.4 Records .....	11
2.5 Communication and Coordination of Services .....	12
2.6 Availability of Services .....	12
2.7 Authority to Contract with Other Entities .....	12
2.8 Organizational Employment Practices .....	14
<b>3 Operations: Program Oversight and Monitoring</b> .....	<b>16</b>
3.1 Purpose .....	16
3.2 Policy Statement .....	16
3.3 JCPC Monitoring Requirements (DPS-JCPC Funded Programs Only) .....	16
3.4 Area Consultant Monitoring .....	17
<b>4 Operations: Reporting Requirements</b> .....	<b>22</b>
4.1 Purpose .....	22
4.2 Policy Statement .....	22
4.3 Requirements .....	22
<b>5 Operations: Program Accountability - Critical Standards</b> .....	<b>25</b>
5.1 Purpose .....	25
5.2 Policy Statement .....	25
5.3 Requirements .....	25
<b>6 Operations: Program Eligibility for Funding</b> .....	<b>31</b>
6.1 Purpose .....	31
6.2 Policy Statement .....	31
6.3 Requirements .....	31
<b>7 General Accounting and Budgeting: Audit Requirements</b> .....	<b>34</b>
7.1 Purpose .....	34
7.2 Policy Statement .....	34
7.3 Requirements .....	34
<b>8 Fiscal Accounting and Budgeting: Third Quarter Accounting Process</b> .....	<b>37</b>
8.1 Purpose .....	37
8.2 Policy Statement .....	37
8.3 Local Requirements .....	37
8.4 DPS Requirements .....	37
<b>9 Fiscal Accounting and Budgeting: Final Accounting Process</b> .....	<b>39</b>
9.1 Purpose .....	39
9.2 Policy Statement .....	39
9.3 Requirements .....	39
9.4 Program Responsibility .....	39



<b>10</b>	<b>Fiscal Accounting and Budgeting: Program Agreement Local and Department Approval Process .....</b>	<b>42</b>
10.1	Purpose .....	42
10.2	Policy Statement .....	42
10.3	Requirements .....	42
10.4	Signature Requirements .....	43
10.5	Timeline .....	44
10.6	Final Decision Process .....	44
<b>11</b>	<b>Fiscal Accounting and Budgeting: Program Agreement Revisions Approval Process .....</b>	<b>46</b>
11.1	Purpose .....	46
11.2	Policy Statement .....	46
11.3	Requirements .....	46
11.4	Timelines .....	46
11.5	Discretionary Funds .....	47
<b>12</b>	<b>Assessment Programs: Clinical Evaluation and Psychological Assessment Programs .....</b>	<b>48</b>
12.1	Purpose .....	48
12.2	Policy Statement .....	48
12.3	Requirements .....	48
12.4	Referrals, Admissions, and Terminations .....	48
12.5	Staffing .....	50
12.6	Staff and Volunteer Orientation and Training .....	51
<b>13</b>	<b>Clinical Treatment Programs: Services Addressing Problem Sexual Behavior .....</b>	<b>52</b>
13.1	Purpose .....	52
13.2	Policy Statement .....	52
13.3	Requirements .....	52
13.4	Referrals, Admissions and Terminations .....	53
13.5	Staffing .....	55
13.6	Staff and Volunteer Orientation and Training .....	56
<b>14</b>	<b>Clinical Treatment Programs: Home-Based Family Counseling .....</b>	<b>58</b>
14.1	Purpose .....	58
14.2	Policy Statement .....	58
14.3	Requirements .....	58
14.4	Referrals, Admissions and Terminations .....	59
14.5	After Care Plan .....	62
14.6	Staffing .....	62
14.7	Staff and Volunteer Orientation and Training .....	63
<b>15</b>	<b>Clinical Treatment Programs: Counseling Programs .....</b>	<b>65</b>
15.1	Purpose .....	65
15.2	Policy Statement .....	65
15.3	Requirements .....	65
15.4	Referrals, Admissions, and Terminations .....	66
15.5	After Care Plan .....	67
15.6	Staffing .....	68
15.7	Staff and Volunteer Orientation and Training .....	69
<b>16</b>	<b>Community Day Programs: Juvenile Structured Day .....</b>	<b>70</b>
16.1	Purpose .....	70
16.2	Policy Statement .....	70
16.3	Requirements .....	70
16.4	Referrals, Admissions and Terminations .....	71
16.5	After Care Plan .....	73
16.6	Staffing .....	73



16.7	Staff and Volunteer Orientation and Training .....	74
<b>17</b>	<b>Residential Programs: Residential Services Programs.....</b>	<b>76</b>
17.1	Purpose .....	76
17.2	Policy Statement .....	76
17.3	Requirements.....	76
17.4	Referrals, Admissions, and Terminations .....	77
17.5	After Care Plan.....	79
17.6	Staffing .....	80
17.7	Staff and Volunteer Orientation and Training .....	81
17.8	Group Home Staff Maintaining a Separate Residence.....	82
17.9	Group Home Staff Residing in The Group Home .....	82
17.10	Safety Concern .....	83
<b>18</b>	<b>Restorative Programs: Mediation/Conflict Resolution and Other Restorative Justice Programs .....</b>	<b>84</b>
18.1	Purpose .....	84
18.2	Policy Statement .....	84
18.3	Requirements.....	84
18.4	Referrals, Admissions, and Terminations .....	86
18.5	Staffing .....	87
18.6	Staff and Volunteer Orientation and Training .....	89
<b>19</b>	<b>Restorative Programs: Restitution.....</b>	<b>90</b>
19.1	Purpose .....	90
19.2	Policy Statement .....	90
19.3	Requirements.....	90
19.4	Referrals, Admissions, and Terminations .....	93
19.5	After Care Plan.....	95
19.6	Staffing .....	95
19.7	Staff and Volunteer Orientation and Training .....	96
<b>20</b>	<b>Restorative Programs: Teen Court and Other Restorative Justice Programs .....</b>	<b>97</b>
20.1	Purpose.....	97
20.2	Policy Statement .....	97
20.3	Requirements.....	97
20.4	Referrals, Admissions, and Terminations .....	99
20.5	After Care Plan.....	101
20.6	Staffing .....	102
20.7	Staff and Volunteer Orientation and Training .....	103
<b>21</b>	<b>Structured Activity Programs: Skill Building.....</b>	<b>104</b>
21.1	Purpose.....	104
21.2	Policy Statement .....	104
21.3	Requirements.....	104
21.4	Referrals, Admissions, and Terminations .....	106
21.5	After Care Plan.....	107
21.6	Staffing .....	108
21.7	Staff and Volunteer Orientation and Training .....	109
<b>22</b>	<b>Structured Activity Programs: Mentoring Programs .....</b>	<b>111</b>
22.1	Purpose.....	111
22.2	Policy Statement .....	111
22.3	Requirements.....	111
22.4	Referral, Admission and Termination.....	112
22.5	After Care Plan.....	114
22.6	Staffing .....	114



22.7 Staff and Volunteer Orientation and Training .....	116
<b>Appendix A: Glossary .....</b>	<b>117</b>
<b>Appendix B: Dosage Parameters Crosswalk for JCPC- SPEG Service Types.....</b>	<b>125</b>
<b>Appendix C: Associated Forms .....</b>	<b>139</b>
<b>Appendix D: Digital Client Records.....</b>	<b>141</b>
<b>Appendix E: JCPC Policy and Procedures Index .....</b>	<b>142</b>



## Document and Signature History

### CP 1: Document and Signature History

Action	Date
JCPC Policy Manual created	01/03/2006
JCPC Policy Manual reviewed and revised	07/01/2007
JCPC Policy Manual reviewed and revised	07/14/2014
JCPC Policy Manual reviewed and technical correction completed	09/21/2016
JCPC Policy Manual reviewed, revised and renamed: <i>Juvenile Crime Prevention Councils and Community Programs Section Funded Programs Minimum Standards Policy and Requirements and Procedures (R&amp;P) Document</i>	07/15/2020
<i>Juvenile Crime Prevention Councils and Funded Programs Minimum Standards Policy and Requirements and Procedures (R&amp;P) Document</i> reviewed, revised, renamed and assigned a number: <i>CP 1, JCPC and Community Programs Section-Funded Programs Minimum Standards Policy Manual</i>	06/22/2022
<i>CP 1, JCPC and Community Programs Section-Funded Programs Minimum Standards Policy Manual</i> reviewed and revised	01/05/2024
Technical correction to modify the definition of delinquent juvenile, effective 12/01/2024.	11/07/2024

Approved by:

Cindy Porterfield  
Director of Community Programs

01/05/2024

Date

William Lassiter  
Deputy Secretary for Juvenile Justice

01/05/2024

Date



## Related Standards, Citation, and/or Legislation

**CP 1: Standards (S), Citation (C), Legislation (L), Other (O)**

Type	Number	Name
L	N.C. Gen. Stat. § 14-234	Public officers or employees benefiting from public contracts; exceptions
L	N.C. Gen. Stat. §§ 143-318.9 to -318.18	Meetings of Public Bodies
L	N.C. Gen. Stat. § 143B-845	Legislative Intent
L	N.C. Gen. Stat. § 143B-846	Creation; method of appointment; membership; Chair and Vice Chair
L	N.C. Gen. Stat. § 143B-1104	Funding for Programs
L	N.C. Gen. Stat. § 7B-1500(1)-(3)	Undisciplined and Delinquent Juveniles, Purpose.
L	N.C. Gen. Stat. § 143B-10	Powers and duties of heads of principal departments
L	N.C. Gen. Stat. § 143B-801	Transfer of Office of Juvenile Justice Authority to the Division of Adult Correction and Juvenile Justice of the Department of Public Safety
L	N.C. Gen. Stat. § 143B-806	Duties and powers of the Juvenile Justice Section of the Division of Adult Correction and Juvenile Justice of the Department of Public Safety
L	N.C. Gen. Stat. § 143B-807	Authority to contract with other entities
O	14B NCAC 11B.0202	Juvenile Crime Prevention Council Responsibilities
L	N.C. Gen. Stat. §143B-851	Powers and duties
L	N.C. Gen. Stat. § 143B-920	Department heads to report possible violations of criminal statutes involving misuse of State property to State Bureau of Investigation
L	N.C. Gen. Stat. § 150B	Administrative Procedure Act
L	<a href="https://www.labor.nc.gov/workplace-rights/youth-employment-rules">https://www.labor.nc.gov/workplace-rights/youth-employment-rules</a>	N.C. Child Labor Laws
O	14B NCAC 11B.0102	Definitions
O	14B NCAC 11C.0201	Funding Requirements
L	N.C. Gen. Stat. § 159-15	Amendments to the budget ordinance
O	14B NCAC 11B.0109	Third Party Payments
L	N.C. Gen. Stat. § 7B-2506	Dispositional alternatives for delinquent juveniles
L	N.C. Gen. Stat. § 7B-1705	Review of determination that petition should not be filed
L	N.C. Gen. Stat. § 7B-1706	Diversion plans and referral
L	N.C. Gen. Stat. § 90, Article 5	North Carolina Controlled Substances Act
L	N.C. Gen. Stat. § 7B-1501	Definitions
L	N.C. Gen. Stat. § 143B-809	Teen Court programs
L	N.C. Gen. Stat. § 7B-2701, Article 27	Parental responsibility classes
L	N.C. Gen. Stat. § 143B-846	Creation; method of appointment; membership; Chair and Vice-chair

# 1 Operations: JCPC Operations

## 1.1 Purpose

To establish minimum standards for the design and implementation of Juvenile Crime Prevention Council (JCPC) operations.

## 1.2 Policy Statement

Each JCPC shall comply with the intent of the General Assembly to prevent juveniles who are at risk from becoming delinquent and to assist in the development of residential and non-residential, community-based, intervention and prevention programs for delinquent, undisciplined, at-risk and vulnerable juveniles.

*Reference: N.C.G.S. §§ 143B-845 to -852*

## 1.3 Requirements

### A. Organization

1. Bylaws: the JCPC shall develop, adopt and regularly review a set of bylaws and policies to define its organizational structure, guidelines for operation, and relationship to members. Bylaws and policies shall at a minimum address: membership, conflict of interest, meetings and funding.
2. Membership
  - a. The members of the JCPC shall elect annually the Chair and Vice-Chair in accordance with statute N.C.G.S. § 143B-846(c) and other officers as desired on or before the first meeting of the fiscal year. The duties of the officers shall be described in the bylaws.
  - b. As a prerequisite for a county receiving funding from DPS, a JCPC, appointed by the County Board of Commissioners, shall have membership consistent with statute N.C.G.S. § 143B-846. Appointments to the JCPC should reflect the racial and socioeconomic diversity of the community.
  - c. Two (2) or more counties may establish a multi-county JCPC and membership shall be representative of each participating county in accordance with statute N.C.G.S. § 143B-846.
3. Conflict of Interest
  - a. Prior to the disbursement of any State funds to the county, each JCPC must have a policy that addresses conflict of interest that may arise when members are involved in the allocation of State funds.
  - b. The JCPC shall adopt the *DPS Conflict of Interest Policy Template for JCPCs (Form DJJ 13 001b)* or include the template provisions in a conflict of interest policy in its bylaws. The policy shall address situations where any member may directly or indirectly benefit by being a council member, any conflict of interest with individual council members, and any conflict of interest with DPS JCPC-funded programs. The policy shall include actions to be taken by the member,



or County officials, or both to avoid conflicts of interest and the appearance of impropriety.

- c. A council member must disclose in writing the existence, nature, and extent of any potential or actual conflict of interest using the *Conflict of Interest Disclosure Form for JCPCs (Form DJJ 13 001c)* to the JCPC Chairperson, the County Finance Officer, and the County Manager as soon as the conflict becomes known. The JCPC Chairperson has the discretion of either calling a meeting regarding this conflict of interest, or the real or perceived conflict shall be conveyed at the next scheduled meeting.

*Reference: Disclosure of conflict of interest is mandated by N.C.G.S. § 14-234.*

- d. The *DPS Conflict of Interest Policy Template for JCPCs (Form DJJ 13 001b)* provides the mandatory, minimum policy for conflict of interest. Each JCPC must include this text in their bylaws and should supplement the policy with additional procedures.
- e. Disclosure of a conflict, along with any action taken by the JCPC in response to a conflict of interest being disclosed by a JCPC member, shall be recorded in the minutes of the meeting.
- f. The JCPC Chairperson shall:
  - i. Ensure all new and existing council members receive the *Conflict of Interest Disclosure Form for JCPCs (Form DJJ 13 001c)* and are made aware of the JCPC's Conflict of Interest Policy; and
  - ii. Initiate annual review of all conflict of interest disclosures and compare JCPC actions taken as a result of the disclosure to JCPC bylaws.

#### 4. Meetings

- a. Committee structure: The JCPC should develop a committee structure that will allow the council to meet the needs of the community while adhering to legislative mandates.
- b. Decision-Making: The JCPC shall adopt a decision-making process consistent with statute and administrative code
- c. Quorum: The JCPC shall define quorum in a manner consistent with statute N.C.G.S. § 143B-849. The quorum is based on the current Board of Commissioners approved members at any given time.
- d. Goals: The JCPC shall conduct meetings in such a way that will ensure accountability to the community, goal attainment, and community participation.
- e. Frequency: The JCPC shall meet at least six (6) times per year and more often when necessary to work towards JCPC goals and accomplish JCPC tasks.
- f. Open Meetings: As a council of local county government (public body), the JCPC must abide by open meetings statutes N.C.G.S. §§143-318.9 to -318.18. Hence, public notice of meetings that any citizen or group may attend is required.

5. Confidentiality: The JCPC shall have procedures in place to maintain confidentiality of all juveniles and families involved in programs.
6. Record Keeping: The JCPC shall keep accurate minutes, either written or audio recorded, of all public meetings, including any closed sessions, and make copies available to the Office of the County Manager and shall follow the county record retention policy and any other state guidelines that apply.
7. Transfer and Disposal of Equipment Purchased with JCPC Funds:
  - a. If equipment is no longer needed by a DPS JCPC funded program or becomes available due to the closure of a program, the JCPC with approval of the county and DPS, may consider the following options in this order:
    - i. Transfer the equipment to another DPS JCPC-funded program(s) within the County; or
    - ii. If the JCPC or another DPS JCPC-funded program within the County does not need the equipment, transfer the equipment to another youth serving agency within the County; or
    - iii. Request that the County sell the property and transfer revenue to another DPS JCPC funded program(s) within the County; or
    - iv. Request that the County take possession of the property for use by a non-DPS JCPC funded program and provide the fair market value of the property to another DPS JCPC funded program(s) within the County.
    - v. Surplus or non-operative equipment shall be disposed of in accordance with the County's surplus equipment policy. Any revenue thus generated shall be returned to the program for which the equipment was purchased.
  - b. Each DPS JCPC-funded program shall abide by its sponsoring agency's policy for capital expenditures. If no sponsoring agency policy exists, then the County government shall establish a policy and the program shall abide by the County government's policy.
8. JCPC Duties
  - a. Each JCPC shall review biennially, at a minimum;
    - i. The needs of juveniles in the county who are at risk of delinquency or who have been adjudicated undisciplined, delinquent, or vulnerable; and
    - ii. The resources available to address those needs.
  - b. On an ongoing basis, each JCPC shall:
    - i. Assess the needs of juveniles in the county, evaluate the adequacy of resources available to meet those needs, and develop or propose strategies to address unmet needs;
    - ii. Assess the needs of the juveniles in the county who are at-risk or have been associated with gangs or gang activity;
    - iii. Evaluate the performance of juvenile services and programs in the county; evaluate each DPS JCPC-funded program as a condition of continued

- funding. At a minimum, the JCPC will use the instruments and protocols established by the Department;
- iv. Comply with Department program improvement initiatives as well as identifying and prioritizing program improvement strategies to enhance quality of service delivery;
  - v. Develop strategies to intervene and appropriately respond to and treat the needs of juveniles at risk of delinquency through appropriate risk assessment instruments;
  - vi. Increase public awareness of strategies to reduce delinquency and the causes of delinquency;
  - vii. Ensure appropriate intermediate dispositional options are available and prioritize funding for dispositions of intermediate and community-level sanctions for court-adjudicated juveniles;
  - viii. Provide funds for effective programs delivering evidence-based or evidence supported services for treatment, counseling, or habilitation/rehabilitation for juveniles and their families. These services may include court-ordered parenting responsibility classes; and
  - ix. Plan for the establishment of a permanent funding stream for delinquency prevention services.
9. **Planning Process:** The means through which the JCPC works toward the development of a comprehensive continuum of needed services for juveniles in their community.
- a. **Risk Factor Assessment and the current assessment tool used by court services:** The JCPC shall identify and prioritize risk factors that increase the likelihood of delinquency through the collection and analysis of DPS and community data.
  - b. **Resource Assessment:** The JCPC shall identify existing resources and gaps in or barriers to needed services as they relate to county risk factors and the current assessment tool used by court services.
  - c. **Needed Services:** The JCPC shall identify and prioritize needed services based on risk factors, the current assessment tool used by court services and resource assessments.
  - d. **Strategies and Outcomes:** The JCPC shall establish goals for reducing or preventing delinquency and shall develop strategies to achieve desired outcomes.
10. **Request for Proposals (RFP):** The JCPC shall develop and distribute an RFP to solicit applications for funding based upon the planning process that identifies elevated community and juvenile risks, service gaps, deficits or barriers, and service priorities for DPS and local match funds.
- a. The RFP shall also include the following:
    - i. Prioritization of risk factors;

- ii. Prioritization of needed dispositional options;
  - iii. Application format and location (where it can be obtained);
  - iv. Date of RFP publication;
  - v. Application deadline and submission details;
  - vi. Contact information for obtaining technical assistance, or directing questions about the RFP; and
  - vii. Total amount of available funds and match requirements.
- b. The RFP shall be published locally for a minimum of thirty (30) days from the first publication to the due date for applications. The RFP should be distributed to the JCPC membership and youth serving agencies.
  - c. Additional RFPs may be required during the funding year if the JCPC: agencies.
    - i. Seeks to solicit new program proposals for established funding priorities with unallocated or otherwise available DPS funds; or
    - ii. Adopts additional priorities for funding.
11. Funding and Review Process
- a. The JCPC shall establish a funding and review process to define the Council's process for reviewing and prioritizing applications for DPS JCPC funds. The policy must:
    - i. Ensure that the planning process is the foundation for making funding decisions; and
    - ii. Address the risk assessment and prioritized needed services as identified in the planning process; and
    - iii. Establish a procedure for notifying applicants of award status.
  - b. The JCPC may designate a portion of the county allocation, not to exceed;
    - i. \$15,500, or
    - ii. The limit established by DPS, to provide for JCPC administrative costs.
  - c. The JCPC, after approval by the full Council, shall submit an Annual Plan and County Funding Plan to the Board of County Commissioners for their approval.
  - d. DPS JCPC-funds must be committed with a *JCPC Program Agreement (Form JCPC/PA 001)* or *JCPC Program Agreement Revision (Form JCPC/PR 001)*, submitted in NCALLIES and electronically signed by the Program Manager, JCPC Chairperson, and County government official (Chair of County Board of Commissioners, County Manager, County Finance Officer or Deputy County Finance Officer, if designated), by December 31st.
  - e. DPS JCPC funds not committed by December 31st, (or within six (6) months of the approved state budget) shall be transferred to the DPS JCPC discretionary fund.

12. Public Awareness

- a. Each JCPC shall increase public awareness of the causes of juvenile delinquency, and how it can be prevented and addressed.
- b. The JCPC shall solicit the public's input into the development of its plan and activities.

13. Funding: Each JCPC should plan for additional funding streams to supplement DPS JCPC funds and to support unmet needs and other programs recommended in the County Plan.

14. Accountability: Each JCPC shall prepare and submit reports and plans as required to DPS, the County government, and the public.

15. County Eligibility to Receive DPS JCPC Funds

- a. In order to indicate the desire of the County to receive DPS JCPC-funds, the County Commissioners, County Finance, County government or JCPC shall submit a County Funding Plan to DPS to provide intervention and prevention funding.
- b. Counties shall not spend DPS JCPC funds to duplicate services otherwise required by law.
- c. Counties shall not use DPS JCPC funds to supplant existing funds for services or programs.
- d. Counties may withdraw from receiving JCPC funding at any time by giving thirty (30) days' prior written notice of the withdrawal. The Chairperson of the Board of County Commissioners must sign notice of withdrawal. Funds designated for a county choosing to withdraw shall be placed in the DPS JCPC Discretionary Fund.

*Reference: N.C.G.S. §§ 143B-806, 143B-830 and 143B-1104*

16. JCPC Certification

- a. The JCPC shall submit a request for certification annually. *The JCPC Certification (Form JCPC/OP 002)* provides verification that the JCPC has completed its legislatively mandated responsibilities including:
  - i. Membership: Positions are filled and appointed by the County Commissioners with staggered terms;  
*Reference: N.C.G.S. § 143B-846*
  - ii. Bylaws: The JCPC has current bylaws which includes procedures for funding of programs and conflict of interest;
  - iii. Leadership: The JCPC has a Chair and Vice-Chair at a minimum;
  - iv. Minutes: Minutes of meetings are recorded and maintained;
  - v. Meetings: The JCPC meets at least six (6) times per year (a majority of JCPC members constitutes a quorum);

- vi. Planning: The JCPC annually completes or updates the County Funding Plan recommendations and presents it to their County Commissioners for approval;
  - vii. Program Monitoring and/Evaluation: The JCPC monitors and evaluates all DPS JCPC funded programs;
  - viii. Request for Proposals (RFP): The JCPC communicates through written RFPs on county websites and/or media the availability of funding to all public agencies and private non-profit agencies and interested community members that serve at-risk youth and their families;
  - ix. Public Awareness: The JCPC announces meetings in advance to the public and makes the community aware of the results of the planning process;
  - x. Risk Factor Assessment: The JCPC documents prioritization of risk factors;
  - xi. Comprehensive Strategy Assessment: The JCPC documents services available to meet prioritized risk factors and an assessment of gaps, issues, and barriers to needed services;
  - xii. Needed Interventions: The JCPC documents the prioritized, needed interventions;
  - xiii. Outcomes and Strategies: The JCPC reviews juvenile justice data and develops specific outcomes and strategies for implementation; and
  - xiv. Funding: The JCPC County Plan includes the Funding Plan and descriptions of funded and non-funded programs.
- b. The completed JCPC Certification shall be submitted in NCALLIES no later than June 30th of each year to avoid a delay in disbursements from DPS to the county.
- c. When applicable, for any county that has met certification requirements and has a JCPC administrative budget, the budget shall:
- i. Be deducted from the regular JCPC allocation;
  - ii. Not exceed \$15,500, or the limit established by DPS;
  - iii. Only be used for reasonable expenses incurred by or in support of the JCPC, including but not necessarily limited to operating expenses, per diem expenses, training and equipment;
  - iv. Not require any local match; and
  - v. Be refunded of any unexpended funds or unapproved expenditures as requested by DPS.

## 2 Operations: Program Operational Requirements

### 2.1 Purpose

To establish minimum standards for the accountability and implementation of DPS-JCPC and Community Programs Section programs; to ensure funded programs create and adopt individualized guidelines specific to the funded program while also adhering to DPS JCPC policy.

### 2.2 Policy Statement

DPS-JCPC and Community Programs Section funded programs shall adhere to minimum standard policies and operational procedures that strengthen program delivery and development. Minimum standard operating policies include Standardized Program Evaluation Protocol (SPEP) and DPS approved evidence-based curriculums. Also, a licensure and/or certification for the type of service identified could be required.

### 2.3 Requirements

- A. All programs funded by the DPS-JCPC and Community Programs Section shall create written guidelines, approved by the sponsoring agency, for the following:
  1. Organizational Structure: A detailed chart to explain the organizational structure including Board of Directors (if a non-profit agency, a roster of current Board members must be available upon request from DPS and/or the JCPC), administrative staff, direct-care staff, support staff, interns, contractors and volunteers that clearly establishes lines of authority and communication.
  2. Protocol Manual: Details of the structure, format and content through which program services are delivered, evaluated and maintained.
  3. Evaluation Procedures: The agency's internal procedures or evaluation design that measures the program's success, effectiveness and ability to address the underlying causes of delinquent and undisciplined behavior. These procedures/evaluation design shall include at a minimum:
    - a. The expected benefits of the program;
    - b. The specific data that will be measured to document success; and
    - c. A specific schedule for measuring and reporting results.
  4. Parental Involvement: Programs shall adjust internal agency policy accordingly, modifying age parameters for referred juveniles and addressing self-consent to participate in services when a juvenile is age eighteen (18) or older. For referred juveniles up to eighteen (18) years of age, programs shall involve parent(s)/legal guardian(s) by setting expectations of their involvement and the agency's efforts to encourage parental and family engagement in services.
  5. Operational Emergency Plans: Programs shall have plans that address the safety and well-being of juveniles, staff, interns, contractors, visitors and volunteers during programming and/or transportation for the following, at a minimum:



- a. **Safety/Emergency Action Plan:** In the event of an emergency resulting in a serious injury to or death of a staff member, intern, contractor, juvenile, visitor, or volunteer including actions in the event of fire, natural disasters, hostile situations, or other situations that pose a threat or danger.
  - b. **State of Emergency Plan:** In the event the Governor of N.C. declares a State of Emergency which affects programming to juveniles and their families.  
*Note: This does not require a separate plan for each declared State of Emergency but an overall agency plan describing how the program will respond for the safety and well-being of juveniles, staff, interns, contractors, visitors and volunteers during a State of Emergency.*
6. **No-Show Policy:** Process for documenting, reporting and following-up with juveniles, parent(s)/legal guardian(s), and referral agencies when a juvenile fails to show for the program.
  7. **Juvenile Non-Compliance:** A description of the program's process and response when a juvenile is noncompliant or does not participate.
  8. **Program Scheduling:** A process for informing staff, juveniles, families, and referral agencies of any changes made to the program's schedule and how those changes are documented.
  9. **Dress Code for Staff and Juveniles:** Basic description of appropriate and inappropriate attire for juveniles, staff, interns, contractors and volunteers.
  10. **Transportation:** A process to document and ensure that all persons transporting juveniles maintain a valid driver's license and a safe driving record including at a minimum, at initial hire and annually.
  11. **Confidentiality and Record Retention:** Address confidentiality of juveniles and families served by the program including how juveniles' records and other juvenile information is maintained and/or released, and how juveniles' records are destroyed following the DPS mandatory retention period of five (5) years.
  12. **Housekeeping and Maintenance:** Outline of general housekeeping, cleaning and maintenance procedures, if applicable.
  13. **Standard of Conduct:** Detailed outline of program rules, regulations and general conduct expectations for juveniles. Conduct procedures should include disciplinary procedures as well as reward/merit system.
  14. **Health Care Concerns:** A process for addressing concerns that could impact the health and well-being of the juvenile and/or their peers. Identify the process for linking the juvenile to appropriate community resources.
  15. **Medication and/or Dispensing and Security:** Procedures for training, securing, dispensing, and documenting the receipt of and administration of medication, including necessary parental and/or medical consent.
  16. **Search Procedure:** Procedures for searching a juvenile, visitor, intern and staff property, to include juveniles' rights, appropriate justification, and parameters for search, notification procedures, and documentation requirements.



17. **Overnight Events or Field Trips:** Procedures for securing written parental consent, medical waiver or consent for treatment; releases or other forms relative to each off-site activity or event that has not been previously included in the scope of program activities or services originally described in the participant agreement signed by the parent(s)/guardian. These guidelines must also detail additional supervision requirements secured for the event.  

Teen Court programs shall also include guidelines and procedures for overnight events or field trips involving youth volunteers.
18. **Safe and Drug Free Workplace:** Procedures for ensuring that services for juveniles and families are provided in a safe and drug free environment.
19. **Juvenile Supervision:** Program shall describe their practices for supervising juveniles during program activities and transportation.
20. **Social Media:** Programs must develop policies around the use of social media as it pertains to:
  - a. The agency's social media presence and how the agency will maintain and protect the confidentiality of youth, families and/or other participants of the program; and
  - b. Establishing and defining appropriate social media boundaries between full-time staff, part-time staff, volunteers, interns, contractor(s) and youth, families and/or other participants of the program.
21. **Non-Discrimination Policy:** Programs must develop policies to ensure that within its target population and developmental parameters, no person shall be excluded from participation in, be denied the benefits of, or be subjected to discrimination in any service or activity on the basis of race, color, sex, religion, creed, political belief, national origin, linguistic and language difference, gender identity (including gender expression), socio-economic status, height, weight, marital or familial status, or disability.
22. **Critical Standards:** Programs must develop policy and procedures to address each Critical Standard.  

*Reference: Appendix E: DPS JCPC Policy Index for Critical Program Standards.*
23. **Gift Cards:** Programs must develop policy and procedures to address the use of gift cards that are Board of Director approved, when applicable.
24. **Lost, Stolen or Damaged Equipment:** Programs must develop policy and procedures to address how the agency responds in the event equipment is lost, stolen or damaged beyond repair when the equipment has been purchased with DPS JCPC funds. At a minimum, agency policy and procedures must include:
  - a. When confidential information about juveniles and families are involved; and
  - b. A timeline of notifying DPS, the JCPC and the County.
25. **NCALLIES Access:** Programs must develop policy and procedures to address how the agency responds to revoking access when staff, interns and/or volunteers are no longer working with DPS funded program(s) within their agency.

## **2.4 Records**

- A. Record of Juvenile Contacts: Programs shall maintain a record for each juvenile. Records may be hardcopy or digital.

*Reference: Appendix D., Digital Client Records.*

- B. Confidentiality: All information in a juvenile's record shall be considered privileged and confidential and may be released only as permitted by law.
- C. Record Retention: Programs shall store juvenile records in a secure location for five (5) years after the juvenile's termination date from program services. After five (5) years, records shall be destroyed in a manner that ensures the confidentiality of juveniles.
- D. Juvenile Record Requirements: Programs shall maintain the following documents, at a minimum (unless otherwise indicated in the program type specific policies), in each juvenile's file:
1. Referral Form;
  2. Participant agreement, parental/guardian consent for participation or placement;
  3. Medical information to include medications currently being administered and medical waiver;
  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. Time of direct services must be recorded in increments of 30 minutes;
  6. Copies of all written correspondence;
  7. Documentation, including updates provided at least every 30 days of progress toward goals and reports to the Juvenile Court Counselor, when applicable;
  8. Records to include timesheets of completed hours of community service and/or restitution payments, when applicable;
  9. Victim loss information for diversion, restitution and teen court programs only, if contact with the victim has NOT been made by the referring agency to determine any loss. If contact has been made by the referring agency, program staff must document the contact in the juvenile's file.
  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 when a juvenile is referred by Court Services;

13. *Community Programs Risk Assessment Tool for JCPC Programs (Form JCPC/PO 002)*, fully completed by the program for all referred juveniles;
14. Termination report when juveniles are terminated from program services;
15. An individual plan of care stating specific goals and interventions to meet those goals of juveniles served;  
*Note: See specific program types for individual plan of care requirements.*
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); and
18. Additional requirements, for residential programs only, are as follows:
  - 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.

## **2.5 Communication and Coordination of Services**

- A. Service providers shall regularly communicate with referring agencies/Court Counselors.
- B. For referrals from Juvenile Court Services, a written progress report shall be submitted to the referring Court Counselor no less than every 30 days. The report shall include, at a minimum, a summary of progress to date, areas of concern, prognosis, additional comments, and documentation of ongoing, informal dialogue as needed between the Court Counselor, juvenile(s), the parent(s)/legal guardian(s), and the service provider.

*Note: When progress reports are submitted by email, if not encrypted, the provider must follow protocol to protect the confidentiality of each juvenile including, but not limited to, using the first initial and last name of juveniles.*

## **2.6 Availability of Services**

- A. Services should be available at times after typical school hours and are flexible to accommodate and meet the needs of the juveniles' and family members' schedules, and mutually convenient to the service provider. Service hours should include appointment and group sessions outside of the traditional workday in order to minimize the impact on school attendance and parental work obligations.

## **2.7 Authority to Contract with Other Entities**

- A. If any portion(s) of a direct service(s) are contracted, a professional services contract is required. Contracts initiated at the beginning of a fiscal year must be uploaded in NCALLIES with the *JCPC Program Agreement (Form JCPC/PA 001)*. Additional contracts or contract amendments shall be uploaded in NCALLIES within 30 days of execution.

*Note: Unsigned contracts may be uploaded in NCALLIES for approval. Signed contracts are required once the program agreement receives DPS approval through the electronic signature process.*

- B. The contract shall include the following provisions, at a minimum, as found in the *Contract for Professional Services Template (Form JCPC/PO 001)*:
1. Number of hours covered by the contract or unit(s) of service per juvenile and number of juveniles to be served, as applicable;
  2. Per hour/unit charge (DPS reserves the right to set maximum rates);
  3. Length of contract;
  4. If training is included in the contract, the specific number of hours and cost must be specified;
  5. Specific services to be provided (e.g., testing, therapy, consultation, or in-service training);
  6. The maximum length of time between referral and initial appointment;
  7. A provision that either party may terminate the contract by giving at least 30 days written notice to the other party, with a copy of the notice submitted to the JCPC Chairperson, and the DPS Area Consultant assigned to that county;
  8. The signers of the contract agree to adhere to all DPS JCPC and Community Programs Section Funded Programs Minimum Standards as related to the provision of the program's service type;
  9. The Program Manager, or an official so authorized by the Program Manager, and the Contractor must sign the contract to initiate services and agree to the stated terms;
  10. A provision the Contractor must submit a signed monthly request for reimbursement to the Agency documenting the actual time worked or the units of service provided that must be signed by the Program Manager, or an official so authorized by the Program Manager; and
  11. A specification that juvenile files and records created during the term of the contract are the property of the funded program. Juvenile records must be available at all times to the funded program, JCPC and DPS, and must be submitted to the funded program as juveniles are terminated from services or upon the end of the contract.
  12. A statement that all terms and conditions of this Contract are dependent upon and subject to the allocation of funds for the purpose set forth in this Contract, and this Contract shall automatically terminate if funds cease to be available. The terms of the contract are limited to the availability of the JCPC funds which have been allocated for that purpose.
  13. A provision stating the contractor shall be considered an independent Contractor and as such shall be responsible of all taxes.

*Note: Contracts shall be updated and re-submitted, to county finance, the JCPC and DPS Area Office, if service providers (staff) and/or the overall impact of service delivery changes during the contract period or fiscal year.*

- C. In the event a contract is terminated by either party early, it is the responsibility of the provider to assist and cooperate in the review and transfer of all active cases to another approved provider. Contractors shall return any active files and terminated case records to the funded program for required record retention.
- D. Programs and contractors shall not use their official affiliation to secure preferential treatment regarding application for or receipt of services. Programs and services shall not make operational decisions for personal gain. Programs and contractors shall immediately disclose potential or realized conflicts of interest to DPS.

## **2.8 Organizational Employment Practices**

- A. General Personnel Practices: DPS-JCPC and Community Programs Section funded programs shall:
  - 1. Be in good standing with a local governmental agency and/or with a private sector organization;
  - 2. Follow and comply with all State and Federal workplace rules when hiring and supervising full-time and part-time staff, including the recruitment and training of volunteers;
  - 3. When recruiting volunteers, interns, contractors and staff programs must develop hiring policies to ensure that no person is discriminated against based on the race, color, sex, religion, creed, political belief, national origin, linguistic and language difference, gender identity (including gender expression), socio-economic status, height, weight, marital or familial status, or disability.
  - 4. Develop employment policies and procedures related to staff employment and supervision responsibilities. Policies shall include criteria regarding an individual's eligibility/ineligibility for employment, contracting for services, volunteering and internships which keep in consideration the nature of the services to be delivered and the juveniles served;

*Note: Any criminal conviction for a sexually based offense, crime against a child or a current probation status shall eliminate an applicant, intern, contractor and/or volunteer from consideration. Programs considering individuals for employment, contractual agreements, internships or volunteer positions shall consider the timeframe of conviction and the nature of the offense for offenses other than those noted above.*

*Note: Criminal history, driving history or drug screen results that would be a direct conflict with the program type or with providing any service to juveniles shall eliminate an applicant, contractor, intern and/or volunteer from consideration. Programs considering individuals for employment, contractual agreements, internships or volunteer positions shall consider the timeframe of conviction and the nature of the offense.*

5. Require all staff, interns, volunteers and contractors to provide immediate notification to the agency of any subsequent criminal or driving violation. Within 48 hours of being notified of any criminal violation, the agency shall notify the DPS Area Office assigned to that county in writing;
6. Maintain a file for all staff, volunteers, interns, and contractor(s). All files must include, at a minimum, documentation of:
  - a. A written job description detailing the primary duties and expectations of the position including those specifically related to delivery of DPS JCPC-funded program services; and stating the minimum education and experience requirements;  
*Note: Contractor files are exempt from this requirement.*
  - b. A signed copy of the professional services contract;  
*Note: Applies to contractor files only.*
  - c. A completed Program *Volunteer Application Template (Form JCPC/EA 001)*;  
*Note: Applies to adult volunteer files only.*
  - d. An annual performance evaluation to measure performance of duties; including those specifically related to delivery of program services;  
*Note: Interns, volunteers and contractor files are exempt from this requirement.*
  - e. A criminal background check for all staff, interns, contractors and volunteers must be on file prior to employment/volunteering and/or contact with any juveniles in the program.  
*Note: See 2.8, A., 4.*
  - f. Reference checks;
  - g. A copy of a valid driver's license for all staff, interns, contractors and volunteers who may transport juveniles and/or otherwise be required to drive as a part of their duties. A valid driver's license check must be on file prior to employment/volunteering and/or transporting any juveniles in the program;
  - h. Proof of education requirements from an accredited institution for the specific position;
  - i. Current licensure and/or certification requirements, when applicable; and
  - j. A signed copy of the *DPS JCPC and Community Programs Section Funded Programs Minimum Standards Acknowledgement Statement (Form JCPC/PO 003)*.



## 3 Operations: Program Oversight and Monitoring

### 3.1 Purpose

To establish operational procedures that will provide structure to the local JCPC and DPS in monitoring and evaluating program activities and outcomes, overseeing compliance with fiscal standards, and providing access to technical assistance.

### 3.2 Policy Statement

Monitoring and evaluation is an on-going process and is the joint responsibility of both the local JCPC and DPS. JCPCs and DPS shall utilize the most current forms posted on the DPS website while conducting required monitoring visits.

### 3.3 JCPC Monitoring Requirements (DPS-JCPC Funded Programs Only)

- A. All programs that receive DPS-JCPC funding shall:
  1. Participate in an on-site monitoring visit conducted by the local JCPC Monitoring Committee each fiscal year to review program compliance with the current approved Program Agreement and Program Agreement Revisions, if applicable (The Program Manager and the Program's Financial Officer must be available, in-person or by telephone, throughout the on-site visit.);
  2. Maintain records documenting sound fiscal and program implementation and maintain client tracking information using the NC ALLIES client tracking data system;
  3. Provide reports to the local JCPC as requested, excluding specific names of juveniles and family members, served during the reporting period;
  4. Provide to the JCPC:
    - a. An accurate account of services provided;
    - b. An accurate count of juveniles served;
    - c. Demographic information of juveniles served;
    - d. Specific information as to source of program referrals;
    - e. Information related to program evaluation, methods to maintain service fidelity, and program improvement efforts and strategies; and
    - f. Current financial expense/revenue reports including a detailed ledger.
- B. The JCPC shall:
  1. Appoint a monitoring committee which shall conduct a monitoring review for each funded program. This on-site monitoring shall occur at least annually to monitor program compliance and includes completing a *JCPC Monitoring Report (Form JCPC/OM 004)*. The committee may interview staff and/or juveniles and families/legal guardian(s). Any information gained from a juvenile shall not be attributed to that juvenile; the specific source of the information shall remain confidential. The committee shall:

- a. Solicit feedback from the Chief Court Counselor and court counseling staff that includes review of completed *Court Counselor Review and Comment Report (Form JCPC/OM 001)* forms;
- b. Schedule an on-site visit with the Program Manager to review the following:
  - i. The current program agreement and revisions, if applicable,
  - ii. Juvenile records, NC ALLIES client tracking data, and
  - iii. Agency financial records and documentation of expenditures (including in-kind, if applicable).
- c. Review financial and accounting statements that include:
  - i. The programs actual or total income and expenses in comparison to the budget for the program,
  - ii. The program's fundraising activities, if any; and
  - iii. Other sources of income available to the program.
2. Complete the *JCPC Monitoring Report (Form JCPC/OM 004)* and provide a copy of this report to the Program Manager in advance of submitting a copy to the JCPC.
3. Present a full report to the JCPC at the next scheduled meeting.
4. Review the report and take appropriate board action(s) as needed, regarding the report(s).
5. Within 30 calendar days of the JCPC meeting that monitoring report(s) were presented to the JCPC, submit the *JCPC Monitoring Report (Form JCPC/OM 004)* and documentation of any board action(s) to the DPS Area Office assigned to the sponsoring agency.

### **3.4 Area Consultant Monitoring**

- A. Program compliance shall be monitored by on-site visits conducted by or authorized by DPS to ensure effective oversight of funded programs. The Area Consultant or DPS designee shall:
  1. Provide oversight of newly funded programs as follows:
    - a. Facilitate orientation to program staff of the DPS JCPC and Community Programs Funded Programs Minimum Standards within the first 30 days of the program's approval for funding by completing the New Program Manager Orientation Form (Form JCPC/OM 006);
    - b. Provide and document follow-up on-site visit(s) to review program implementation and provide technical assistance as needed and/or upon request; and
    - c. Conduct an on-site monitoring within the first year of program operation to review compliance with operational, programming, and fiscal control standards of operation. During the monitoring, a review of no less than six (6) active and no less than six (6) terminated client records (randomly selected) will be



reviewed for compliance. If the program has less than six (6) records in either category, a review of all records in that category will be conducted. The Area Consultant or DPS designee will complete;

- i. The *Monitoring Review Report for All Programs (Form JCPC/OM 003)*,
- ii. *Fiscal Review Worksheet (Form JCPC/OM 003c)*; and
- iii. The *Monitoring Review Report Supplement (Forms JCPC/OM 003d – JCPC/OM 003n)* that is specific to the program type being monitored.

*Note: The Area Consultant, or DPS designee, will require the program to complete and submit to DPS the Financial Matters Worksheet (Form JCPC/OM 003b) prior to the scheduled on-site monitoring.*

2. Provide oversight of continuously funded programs as follows:

- a. Conduct an on-site monitoring of program operation to review compliance with operational, programming, and fiscal control standards of operation every three (3) years, at a minimum, after the initial on-site monitoring, or as requested by the JCPC, the program, the county government, or DPS. During the monitoring, a review of no less than six (6) active and no less than six (6) terminated client records (randomly selected) will be reviewed for compliance. If the program has less than six (6) records in either category, a review of all records will be conducted.) The Area Consultant or DPS Designee will complete:

- i. The *Monitoring Review Report for All Programs (Form JCPC/OM 003)*;
- ii. The *Fiscal Review Worksheet (Form JCPC/OM 003c)*; and
- iii. The *Monitoring Review Report Supplement (Forms JCPC/OM 003d – JCPC/OM 003n)* that is specific to the program type being monitored;

*Note: The Area Consultant, or DPS designee, will require the program to complete and submit to DPS the Financial Matters Worksheet (Form JCPC/OM 003b) prior to the scheduled on-site monitoring.*

- b. The Area Consultant, or DPS Designee, will provide a written response to the program and JCPC within 45 calendar days of the conclusion of the monitoring.

3. Record Maintenance Requirements: All monitoring reports and forms used to conduct the monitoring visit will be maintained on file in the DPS Area Office in adherence with the DPS record retention guidelines.

### 3.5 Program Standard Violation

A. Non-Critical Program Standard Violation

1. If the program fails to meet programmatic, financial, minimum standards of policy or any other terms of the program agreement or a program agreement revision, DPS and/or the Area Consultant shall:
  - a. Seek consultation with the DPS Area Manager, as needed on financial matters;

- b. Require the Program Manager to develop a corrective action plan, as appropriate, within 30 calendar days of the notification of the findings, with a copy of the corrective action plan being provided to DPS and/or the Area Consultant and JCPC upon completion; and
    - c. Provide a written response to the program, JCPC and Board of Directors, when applicable, within 45 calendar days of the conclusion of the monitoring; and
    - d. Provide or arrange for follow-up technical assistance as indicated in the corrective action plan.
  2. Program Manager shall:
    - a. Submit a status report every 30 days to DPS and/or the Area Consultant, JCPC and Board of Directors, when applicable, on corrective actions taken in accordance with the timelines established in the corrective action plan; and
    - b. Submit a final report to DPS and/or the Area Consultant, JCPC and Board of Directors, when applicable, documenting full compliance with the corrective action plan upon completion.
  3. If the program cannot be brought into reasonable compliance or if violations warrant further corrective action, DPS and/or the Area Consultant shall immediately notify their immediate Supervisor of the findings and recommendations.
  4. Where the program does not make good faith efforts to correct violations identified in the monitoring, DPS and/or the Area Consultant shall immediately notify their immediate Supervisor of the findings and recommendations.
  5. DPS options for continued non-compliance of program standards may include withholding of funding or termination of the program agreement.
  6. When misuse or theft of State property or funding by staff, interns, contractors and/or volunteers has been identified, in accordance with N.C.G.S. § 143B-920, DPS and/or the Area Consultant shall notify their immediate Supervisor, JCPC, the County Manager and County Finance Officer in the affected county or counties within three (3) days of receiving information regarding the misuse or theft of State property or funding.
  7. DPS staff that becomes aware of violations of state or federal law shall ensure law enforcement officials are notified immediately. The DPS staff person's immediate Supervisor must also be notified, in writing, that law enforcement was made aware of the state or federal law violation.
- B. Critical Program Standard Violation
  1. Critical Program Standards must be maintained at all times for all DPS JCPC and Community Programs Section funded programs. Suspected violations of these standards require immediate response by the program and must be reported immediately to the DPS Area Office assigned to that county, the JCPC Chairperson, Chief Court Counselor, the Board of Directors, when applicable and County Manager.

2. DPS staff who identifies conditions or practices within a program that create a threat or danger to juveniles or staff shall notify:
  - a. Department of Social Services (DSS), when there is cause to suspect that a juvenile is abused, neglected, or dependent or has died as the result of maltreatment, as required by N.C.G.S. §§ 7B-301 and -1700.1; and
  - b. Law enforcement, when there is reason to suspect that a violation of criminal law has occurred.
3. Allegation of a Critical Program Standard Violation(s) shall be immediately reported by DPS and/or the DPS Area Consultant to their immediate Supervisor, who notifies the designated DPS official. Within two (2) business days of being notified the designated DPS official shall determine if the alleged violation warrants an inquiry.
4. If the need for further inquiry is indicated, the designated DPS official shall direct the Area Consultant assigned to the County, or designee, in which the violation is alleged to have occurred, to initiate an inquiry within ten (10) calendar days.
5. The designated DPS official shall direct the Area Consultant, or designee, to immediately notify the program (where the alleged violation occurred) by phone of the decision to conduct further inquiry and within 48 hours send written notification of the inquiry to the JCPC Chairperson, Chief Court Counselor, County Manager and the program.
6. Upon completion of the inquiry, the Area Consultant, or designee, shall submit a written preliminary report through their immediate Supervisor to the designated DPS official within ten (10) calendar days.
7. The preliminary report shall clearly stipulate the reported allegation(s) and shall include a detailed review of any action(s) taken by DPS to verify the accuracy of the allegations. The report shall conclude with formal recommendations as follows:
  - a. "The investigation concludes allegations to be false with no further action recommended";
  - b. "The investigation concludes allegations to be false; however, findings of non-critical program standard violations were noted with corrective action required";
  - c. "The investigation is inconclusive with recommendations to continue the investigation or appoint special investigating committee to conduct the investigation"; or
  - d. "The investigation concludes that allegations are true with recommendations of immediate suspension of DPS/JCPC funds or suspension of DPS/JCPC funds until such time as the violation or the conditions that led to the violation are satisfactorily eliminated."
8. Upon receipt of the preliminary report, the designated DPS official shall within five (5) business days render a decision:
  - a. To require corrective action; and/or
  - b. Request further investigation; and/or

- c. Request a complete fiscal audit of the program; and/or
  - d. Withhold funding or terminate the program agreement.
9. That decision along with a copy of the preliminary report shall be transmitted in writing to the JCPC Chairperson, Chief Court Counselor, County Manager, the program and the programs Board of Directors, if applicable. Any of these persons may appeal the decision by initiating a contested case hearing in accordance with N.C.G.S. § 150B.
10. The designated DPS official shall ensure that detailed written records are maintained of all actions taken.

## 4 Operations: Reporting Requirements

### 4.1 Purpose

To establish minimum standards of operation relating to the monitoring process, evaluation requirements, reporting and communication procedures for funded programs to DPS and the JCPC Council, if applicable; and to ensure funded programs participate in and follow written and/or oral directives given by DPS and the local JCPC, if applicable, in relation to application for funding, local match, monthly reports, quarterly reports, annual client reports and fiscal management reporting requirements.

### 4.2 Policy Statement

DPS JCPC and Community Programs Section funded programs shall sustain open and direct communication with DPS, their local JCPC and referring agencies while maintaining client and financial records for review and evaluation.

### 4.3 Requirements

- A. Communication: DPS JCPC and Community Programs Section funded programs shall participate in local JCPC related activities as required by the JCPC. Activities may include attendance at regularly scheduled local JCPC meetings, orientation and training meetings, funding writing workshops, or presentations designed to report the program's activities. All DPS JCPC and Community Programs Section funded programs shall:
  1. Communicate in the form of collaborative meetings, information sharing, and required documentation exchange with the referring agency in accordance with DPS JCPC minimum standards.
  2. Notify the JCPC, if applicable, and DPS Area Office assigned to that county, immediately when an event may result in negative publicity for the program, JCPC and/or DPS.
  3. Notify the JCPC, if applicable, and DPS Area Office assigned to that county, within five (5) business days in the event of:
    - a. Significant program and staff changes that impact program service delivery;
    - b. Any change(s) of the program manager and/or program fiscal officer that is listed on the approved Program Agreement or most recent Program Agreement Revision;
    - c. Any direct service staff changes (including contractors), if applicable, that impact program services delivered;
    - d. Inability to meet program standards and requirements;
    - e. Program closure and/or the need to transfer or dispose of equipment; and/or
    - f. Loss, stolen or damaged equipment purchased with DPS JCPC funds.

4. In writing, notify the County, JCPC, Board of Directors, when applicable, and DPS Area Office assigned to that county within five (5) business days of being notified in the event:
  - i. the DPS JCPC and Community Programs funded agency receives notification that it's N.C. non-profit (State) and/or 501(c)(3) (Federal IRS) status is revoked or suspended; and
  - ii. the DPS JCPC and Community Programs Section-funded agency receives notification of any tax liability, including fines and/or penalties at the State or Federal level.
  
- B. Monitoring: For the purpose of fiscal control, monitoring compliance and program accountability, DPS JCPC and Community Programs Section funded programs are required to maintain financial and client tracking records. All funded programs shall submit information to DPS and the JCPC, if applicable, by established due dates. Required submissions include, but are not limited to:
  1. The *Program Agreement and the Multi-county Agreement (Form JCPC/PA 003)*, if applicable.
  2. The *Program Agreement Revision (Form JCPC/PR 001)* and the *Multi-county Agreement Revision (Form JCPC/PR 002)*, if applicable.
  3. The *Final Accounting Form (Form JCPC/FA 001)* documenting actual expenditures and identifying any unexpended balance.
  4. The *Multi-county Final Accounting Form (Form JCPC/FA 004)*, if applicable.
  5. The *Equipment Inventory Form (Form JCPC/FA 003)*, identifying equipment or property purchased and maintained with DPS JCPC funds.
  6. The *Supplemental Information Form (Form JCPC/FA 002)*, identifying the type and value of any in-kind contributions provided during the fiscal year.
  7. Annual Detailed Ledger that identifies expenditures of the DPS JCPC and Community Programs Section funded program. The ledger must exclude funds that are not specific to providing the funded service.
  8. Agency Balance Sheet that includes a statement of the assets, liabilities, and capital of a business or other organization at a particular point in time, detailing the balance of income and expenditure over the preceding period.
  9. The *Third Quarter Accounting Form (Form JCPC/TQ 001)* is required for each program at the end of the eighth month of the fiscal year to show a statement of projected unexpended funds.
  10. Client tracking data must be entered into NC ALLIES by all funded programs upon client admission to and termination from the program.
  11. Invoices, receipts, payroll documentation, including timesheets for all employees signed by employee's, supervisors and/or program fiscal officers, and other reports as required by the JCPC, County government, or DPS.

- C. Program Effectiveness: DPS JCPC and Community Programs Section funded programs shall collect and submit data and other information as required by the JCPC, when applicable, and DPS. This information must demonstrate:
1. The quality and fidelity of service delivery including comparison to research based best practice; and
  2. The program impact, outcomes, and other success data.

*Note: Local JCPCs may use this data for evaluation, monitoring, and other decision-making purposes in relation to programming needs within the community.*



## 5 Operations: Program Accountability - Critical Standards

### 5.1 Purpose

To establish minimum standards for appropriate care, treatment, insurance and emergency planning for funded programs.

### 5.2 Policy Statement

DPS JCPC and Community Programs Section funded programs shall adhere to procedural requirements mandated by DPS for maintaining liability insurance and ensuring safety and protection for juveniles, staff, volunteers, interns and contractors.

### 5.3 Requirements

#### A. Insurance

1. Programs shall evaluate liability coverage needs based on the type of intervention and activities provided by the program, while taking into account the program participants and program volunteers.
2. Programs, other than those operated by units of local government, shall maintain general liability insurance for accidental injury of at least \$500,000 to cover any juvenile participating in the program and provide documentation of such at the request of DPS.
3. General liability insurance coverage must be current and valid for the duration of the fiscal year that a program is funded.
  - a. The *Certificate of Insurance* shall serve as proof of insurance coverage.
  - b. Newly funded programs must submit a copy of the current *Certificate of Insurance* to the DPS Area Office assigned to that county within 30 days of DPS approval of the program agreement.
4. At a minimum, programs shall maintain proof of professional liability insurance for professionals engaging in clinical treatment services.
5. Programs receiving DPS JCPC and Community Programs Section funds and not directly operated by a local government agency or housing authority shall maintain directors, officers, and trustees' insurance coverage.

#### B. Juveniles' Safety and Protection

**Note: This is a Critical Standard and applies to all DPS JCPC and Community Programs Section funded programs.**

1. Programs are responsible for the safety, supervision, and appropriate treatment of juveniles at all times during program activities and transportation.



2. Programs are prohibited from treatment, programming, or activities that promote or result in humiliation, verbal abuse, physical intimidation, fear or physical pain toward juveniles and their families served within the program.
3. Programs shall not make referrals to programs, service providers, or activities that are known to promote or result in humiliation, verbal abuse, physical intimidation, fear or physical pain toward juveniles and their families served within the program.

C. Notification of Abuse, Neglect or Dependency

**Note: This is a Critical Standard and applies to all DPS JCPC and Community Programs Section funded programs.**

1. Programs shall immediately report any suspected abuse, neglect or dependency to county Department of Social Services (DSS) consistent with N.C.G.S. §§ 7B-101, -301, and -1700.1.
2. Any program that has a Program Manager, staff, interns, contractors and volunteers who is under investigation for any abuse and/or neglect or who is charged with a criminal offense must notify the DPS Area Office assigned to that county immediately.
  - a. The agency must take immediate steps to ensure the safety of the juveniles. Active caseloads must be transferred to other qualified professionals or staff.
  - b. The Program shall update the DPS Area Office assigned to that county with any progress made in the investigation.

D. Safety Concerns

**Note: This is a Critical Standard and applies to all DPS JCPC and Community Programs Section funded programs.**

1. Programs shall ensure that safety measures, which include appropriate supervision standards, trained staff and the provision of safety equipment, are in place for all program-sponsored functions.
2. Programs shall provide written documentation of staff training and competency in all program activities authorized by the program agreement during periodic on-site visits by officials representing DPS.
3. Current North Carolina Child Labor Laws shall be available to all staff, interns, contractors and volunteers to inform the assignment of age-appropriate activities for juveniles.
4. Age and Developmental Stipulations: Programs must ensure that interventions, individual and group activities to which juveniles are assigned are, at all times, age and developmentally appropriate.

E. Firearms and Other Weapons

**Note: This is a Critical Standard and applies to all DPS JCPC and Community Programs Section funded programs.**

*Note: Off-Duty: This provision applies to off duty law enforcement personnel that volunteer or work for funded programs. On-Duty: This provision does not apply to on-duty law enforcement personnel, subject to security and treatment concerns.*

1. Staff, interns, contractors and volunteers shall not use or be in possession of any firearm or other weapon while working with juveniles in programs funded by DPS.
2. Firearms and weapons are prohibited on the premises of any service delivery site or in any transportation vehicle. Juveniles, parent(s)/guardian(s) and visitors shall not be allowed to bring firearms or other weapons to program activities.

*Note: Premises is defined as the area of any building where juveniles in the JCPC funded program are served but does not include areas where juveniles are not served and/or will not access pursuant to the program.*

#### F. Emergency Plans

***Note: This is a Critical Standard and applies to all DPS JCPC and Community Programs Section funded programs.***

1. Programs shall develop and distribute to staff, interns, contractors and volunteers' specific procedures in the event of an emergency to address situations that may occur during program activities or transportation. Emergency plans shall include, at a minimum:
  - a. **Safety/Emergency Action Plan:** In the event of an emergency resulting in a serious injury to or death of staff, interns, contractors, juveniles, visitors, or volunteers including, if there a fire, natural disaster, hostile situation, or other situations that pose a safety threat or danger. The plan shall include, at a minimum:
    - i. The names and phone numbers of individuals to be notified; and
    - ii. A mandate that DPS be notified immediately, including after-hours contacts (names and phone numbers) of the DPS Area Consultant and Juvenile Court Services on-call number.
  - b. **State of Emergency Plan:** In the event the Governor of N.C. declares a State of Emergency in which that emergency changes programming from the approved program agreement or most recent program agreement revision, the plan shall include, at a minimum:
    - i. Procedures the program will follow to avoid a disruption of services; and
    - ii. A mandate for DPS and/or the DPS Area Consultant be notified immediately about any program changes and to confirm if a program agreement revision is required.

#### G. Behavioral Management Policy

***Note: This is a Critical Standard and applies to all DPS JCPC and Community Programs Section funded programs.***

1. Each program shall develop and adhere to a written policy regarding consistency in behavior management and discipline. The policy must:

- a. Determine appropriate discipline considering the juvenile's age, intelligence, emotional competency, clinical status and past experiences;
  - b. Contain clear rules, expectations for behavior while participating in the program, and defined responses to juvenile behavior;
  - c. Prohibit physical or corporal punishment;
  - d. Prohibit use of physical restraint, except by program staff trained and certified by a child serving State agency to implement a physical restraint intervention;
  - e. Prohibit placement of juvenile in a locked room or any other locked/secure place;
  - f. Prohibit denial of meals, nourishment, or the performance of bodily functions as a form of punishment;
  - g. Strictly prohibit the use of mechanical restraints; and
  - h. Prohibit the use of force unless necessary to protect a juvenile from physical injury to self or others.
2. Programs employing behavior modification strategies must use a best practice or evidence-based practice or model.
- H. Solicitation of Funds and Juvenile Publicity
1. Juveniles and their families served by any program shall not be required to raise or solicit funds for any agency. They may organize or participate in fundraising activities on a voluntary basis. Individual juveniles may participate with written parental permission.
  2. Pictures or any other means of identifying juveniles may not be used in publicity activities or social media postings for or on behalf of the program unless a separate written statement of consent for publicity is obtained, signed by the program, juvenile, and the juvenile's parent/legal guardian.  
  
A separate written statement of permission must be obtained for each and every time that public relations are undertaken. Written statements of permission must be maintained in agency files and include, at a minimum, the following:
    - a. Purpose of the picture, or other means for identifying juveniles, and its intended use,
    - b. Disclaimer explaining that once information is posted to the internet/other social media outlets, how it may be accessed by others in the future and cannot be guaranteed by the program; and
    - c. Approval signatures of juvenile and parent(s)/guardian(s).
  3. No juvenile shall be coerced or pressured into acknowledging in public their treatment at the program or gratitude for the treatment.
- I. Alcohol and Other Drug Possession and/or Use
- Note: This is a Critical Standard and applies to all DPS JCPC- and Community Programs Section funded programs.**

1. All staff, interns, contractors and volunteers shall not possess or consume or be under the influence of any alcohol or controlled substance, without a prescription, while engaged in any program activities or during transportation to or from a program activity.
2. All staff, interns, contractors and volunteers are prohibited from providing or making available any alcoholic beverages, tobacco products or controlled substances to any juvenile or the juvenile's family.

J. Visits to Private Residence - Professional Boundaries:

**Note: This is a Critical Standard and applies to all DPS JCPC- and Community Programs Section funded programs.**

1. The professional relationship between staff, interns, contractors and volunteers and a juveniles/parents(s) or legal guardian(s) served by funded program is paramount and overrides any previous or existing relationship with the juvenile and family during the period that services are being provided. Protection of the integrity of professional boundaries is essential.
2. Staff, interns, contractors and volunteers shall not allow any juvenile participating in the program to visit their private residence while on-duty or off-duty, under any circumstances. Mentoring programs are exempt from this requirement.
3. Program staff shall refrain from visiting the residence(s) of juveniles/parents(s) or legal guardian(s) except in a professional capacity for the duration of program participation. Mentoring programs are exempt from this requirement.

K. Licensure/Certification Requirements and Notification

**Note: This is a Critical Standard and applies to all DPS JCPC and Community Programs Section funded programs.**

1. Professionals providing direct services requiring licensure/certification shall be licensed and/or certified by the appropriate licensing or certification board(s) in their respective fields and shall be in good standing with their respective governing board.
2. Licensure/Certification must be current during the funding period of the DPS JCPC and Community Programs Section funded program.
3. Professionals providing direct services shall adhere to the ethical principles of their respective field(s). Violation of ethical principles shall be reported to the licensing board and DPS Area Office assigned to that county within 30 days of a violation being identified by any individual with direct knowledge of such violations and may result in the termination of DPS JCPC and Community Programs Section funds for the program.
4. Any program that has a staff member, intern, volunteer or contractor who is under investigation for any offense or conduct that may result in an action against a

license or certification to practice must notify the DPS Area Office assigned to that county within five (5) business days when the investigation begins.

5. Any program that has a staff member, intern, volunteer or contractor whose license or certification to practice is suspended or revoked, or otherwise disciplined must notify the DPS Area Office assigned to that county in writing within five (5) business days of the revocation, suspension, or disciplinary action.
6. In the event of any violation(s) of 1 - 5 listed above, the agency must take immediate steps to ensure the safety of the juveniles. Active caseloads must be transferred to other qualified professionals or staff. The Program shall update the DPS Area Office assigned to that county with any progress made in the investigation.

L. Notification Requirements for Persons under Investigation or Criminal Charges

***Note: This is a Critical Standard and applies to all DPS JCPC and Community Programs Section funded programs.***

1. Any program that has a staff member, intern, volunteer or contractor who is under investigation for any abuse and/or neglect or who is charged with a criminal offense must notify the DPS Area Office assigned to that county immediately.
2. The agency must take immediate steps to ensure the safety of the juveniles. Active caseloads must be transferred to other qualified professionals or staff. The Program shall update the DPS Area Office assigned to that county with any progress made in the investigation.

## 6 Operations: Program Eligibility for Funding

### 6.1 Purpose

To establish minimum eligibility standards for JCPC funded programs.

### 6.2 Policy Statement

Programs shall meet and comply with any applicable program eligibility criteria and minimum standards or other guidelines as required by the State, DPS, County, and JCPC, when applicable, in order to be eligible for funding.

### 6.3 Requirements

#### A. Funding Requirements

1. All DPS JCPC-funded and Community Programs Section funded programs shall be funded by the terms set forth in the *Program Agreement (Form JCPC/PC 001)* between DPS, the County, JCPC and the organization receiving the funds. Only governmental agencies, housing authorities and 501(c)(3) non-profits are eligible for DPS JCPC and Community Programs Section funds. Responses must be received in the requested format and within the timeframe provided by DPS or the local JCPC.
2. Each *Program Agreement (Form JCPC/PA 001)* shall specify the authorized expenditures of the agreement, detailing expenditures in both a line-item budget and a narrative description. When applicable, a program that receives funding from more than one (1) JCPC may be directed by DPS to complete a *JCPC Multi-County Agreement (Form JCPC/PA 003)* in addition to the Program Agreement. This agreement allows the program to detail program expenditures in both a line-item budget and a narrative description for the combined counties.
3. DPS JCPC and Community Programs Section funded programs under a program agreement shall provide documentation of actual expenditures.
4. Failure to comply with provisions of the program agreement may result in forfeiture or required reversions.
5. Any funds received under a program agreement and not expended or encumbered during the funding period shall be returned to DPS.

B. When applicable, proposed services must match needs outlined in the County Plan for the fiscal year. All services shall be identified by a DPS program type.

C. First year applicants must demonstrate that at least 75% of the total cash operating budget (including requested DPS JCPC funds) is available, committed, third-party billable or are provided by the sponsoring agency. Applicants must provide to DPS and the JCPC, when applicable, evidence of:

1. Award or commitment letters from foundations or other grants; and/or
2. Eligibility to bill or draw down Medicaid or other third-party payments; and

3. MOU/MOA, contracts; and/or
  4. Documentation of available (unrestricted) agency funds for the remaining balance of funding necessary for program operation.
- D. Programs shall not use DPS JCPC funds to supplant existing funds for services or revenues.
- E. DPS JCPC and Community Programs Section funded programs shall not require program participants to pay fees for services.
- F. DPS JCPC and Community Programs Section funded programs may collect revenues from third-party payments on behalf of clients served. The revenue source shall be identified, and funds used only for authorized expenses in the approved program budget. Authorized expenses may include:
1. Expansion of services;
  2. Purchase or replacement of supplies and equipment, or to make other one-time expenditures that will directly enhance the effectiveness of the program; or
  3. Reduction in the amount of DPS JCPC funds necessary to meet the program's obligations during the fiscal year. Notification to DPS or the JCPC, when applicable, is required so that DPS or the JCPC funds may be reallocated to meet other needs within the county or released to DPS.
- G. Third-party payments shall:
1. Not be used as local match funds; and
  2. Be treated as other revenue with the amount and source of funds included in the final accounting report.
- H. When applicable, required match may be cash and/or in-kind match.
1. Cash match: May include any general revenue funds collected by the local government and included in the current fiscal year budget. A cash match may include locally generated funds so long as they are made a part of the operating budget of the program in the program agreement and/or program agreement revision and documented on the *Final Accounting Form (Form JCPC/FA 001)*. A cash match may not include any State or Federal funds.
  2. In-kind match: May include any non-cash resource within a program's current operating budget that may be used to support the operation of any new or continuing program for which DPS JCPC funds are requested. An in-kind match is a non-cash contribution provided to meet the objectives of the program whether contributed by the sponsoring agency or a third party. The value of the in-kind shall be detailed in the budget narrative of program agreement and in any revision and documented as utilized in the *Final Accounting Form (JCPC/FA 001)*.
  3. The following guidelines apply to in-kind contributions:
    - a. Assessing the contribution to be necessary to accomplish the program objectives;



- b. Maintaining records to identify and document the receipt and use of these contributions;
  - c. Valuation of Goods or Services shall be based on fair market value of goods or services that directly benefit and are specifically identifiable to the JCPC program's activities;
  - d. Volunteer services shall be calculated at a rate not less than the Federal minimum wage per hour. Amounts in excess of Federal minimum wage shall provide a rationale for the valuation rate. Programs must indicate the source of the valuation in the program agreement and maintain records to identify and document volunteer service; and
  - e. Use of Real or Tangible Personal Property shall be based on fair market value of real or tangible personal property that has been contributed or purchased through third party funding sources.
4. Capital Expenditures: Cash match shall be required for the expenditure of DPS JCPC and Community Programs Section funds for capital outlay items by programs. The amount of the local cash match required for the capital expenditure is determined by the County match rate, when applicable.
- I. All DPS JCPC and Community Programs Section funded programs shall:
- 1. Prioritize services to court-involved juveniles;
  - 2. Employ staff consistent with minimum standards for the program service type;
  - 3. Make available to DPS and/or the JCPC documentation of compliance with local, State and Federal reporting and accounting guidelines; and
  - 4. Comply with DPS trainings and requirements regarding the United States Department of Justice national standards to prevent, detect, and respond to prison rape under the Prison Rape Elimination Act (PREA).
- J. Reporting Capabilities: To be eligible for funds, programs must be able to electronically report client data to DPS through NC ALLIES and other processes established by DPS. Failure to enter this data by the established timelines as described in each specific program type in DPS JCPC and Community Programs Section Funded Program Minimum standards could result in the disruption of funds until this requirement has been met.



## 7 General Accounting and Budgeting: Audit Requirements

### 7.1 Purpose

To establish minimum standards for the fiscal accounting process for funded programs.

### 7.2 Policy Statement

DPS JCPC and Community Programs Section funded programs shall establish fiscal accounting policies, which are current and approved by the program's governing body, and clearly address oversight and the segregation of duties to reduce risk of error and inappropriate actions.

### 7.3 Requirements

- A. Approved funding for programs, except for seasonal programs that will be disbursed as determined by DPS, shall be disbursed monthly to the funded sponsoring agency.  
*Reference: 14B NCAC 11B .0108*

Funding to programs and the JCPC administrative budgets, when applicable, must be spent or encumbered by June 30<sup>th</sup> of the fiscal year in which they are allocated.

1. Each Governing body for DPS JCPC and Community Programs Section funded programs, must establish procedures for management and oversight of funds. DPS JCPC and Community Programs Section funded programs shall:
  - a. Establish procedures for receipt and disbursement of funds allocated to the program. These procedures shall establish controls, which ensure that program revenues and expenditures are consistent with the most current program agreement or program agreement revision approved by DPS;
  - b. Maintain reports, records, and other information to properly account for the expenditure of all State and other budgeted funds and local match received. Programs shall provide financial and accounting information about expenditures and revenues as may be requested by DPS, the County, and/or JCPC; and
  - c. Establish fiscal controls for a program fiscal officer or fiscal agent accountable for the legal and appropriate expenditure of State and other funds received by the funded program. A person delegated approval authority by the program's Governing body shall authorize expenditures.
2. All DPS JCPC and Community Programs Section funded programs shall develop policies and procedures for management of program financial operations. Procedures shall address:
  - a. Segregation of fiscal management duties to ensure that no one (1) person has control over all aspects of any financial transaction;

*Example: Person authorized to place orders does not reconcile transactions to the monthly account statement.*

- b. An established disbursement limit, beyond which, a second party within the organization, preferably a board member of the program's governing body, must review and authorize;
- c. A process by which payments cannot be requested, prepared, and authorized or signed by the same individual; and
- d. For expenses greater than the Board approved disbursement limit must either:
  - i. Be approved in writing by two persons so designated by the Board, or
  - ii. Be paid with a check signed by two persons so designated by the Board.

*Note: This applies only to non-profit agencies.*

- e. Communication to and training for employees and volunteers to ensure continuity of fiscal management in the event of prolonged employee absence(s) or turnover;
- f. Quarterly fiscal reports, at a minimum, that are reviewed by the program's Governing body;
- g. Monthly routine review and reconciliation of bank statements (by someone other than the initiator and/or signer,) to determine that transactions are properly processed; and
- h. Authentic documentation to authorize and support accounts receivable and accounts payable.

*Reference: Appendix F Financial and Board Governance Considerations and Requirements*

### 3. Conflict of Interest Policy

- a. Any not-for-profit organization sponsoring a DPS JCPC and Community Programs Section funded program shall have developed and implemented a Conflict of Interest Policy. When applicable, those organizations shall disclose any actual or potential conflict of interest to the JCPC Chair and County Finance Officer using the *DPS Conflict of Interest Policy Statement (Form DPS 13 001)* which is submitted annually with the program agreement.
- b. The Conflict of Interest Policy shall address any:
  - i. Relationships where administrators, directors, staff, interns, contractors, or volunteers derive personal profit or gain, directly or indirectly, by reason of participation with the funded organization;
  - ii. Possible personal interest in any pending matter;
  - iii. Changes during a fiscal year shall be reported as they are identified, when differing from the information included in the program agreement section addressing conflict of interest;

- iv. Disclosures where any administrator, director, staff member, interns, contractors or volunteers who serve as an officer, board member, committee member or staff member of a lending organization or a funding entity, including the JCPC, the member shall disclose the affiliation and shall not participate in any decisions affecting the DPS JCPC and Community Programs Section funded program and/or their sponsoring organization.

*Note: Failure to disclose any conflict of interest or potential conflict of interest within any private, nonprofit entity may result in the DPS cessation of any further State funds.*

## 8 Fiscal Accounting and Budgeting: Third Quarter Accounting Process

### 8.1 Purpose

To ensure JCPC funded programs, County government, and DPS adhere to third quarter accounting requirements.

### 8.2 Policy Statement

Programs shall report expenditures by cost center for the first eight (8) months of the fiscal year.

### 8.3 Local Requirements

- A. The Program Manager of each DPS JCPC and Community Programs Section funded program shall:
  1. Complete and submit the *DPS Third Quarter Accounting Form (Form JCPC/TQ 001)* in NCALLIES.
  2. Identify the amount of remaining funds that are requested;
  3. Identify expenditures and expenditure rates through February of the current fiscal year. If the expenditure rate is less than 67%, which is the portion of the fiscal year covered in the July through February period, the request for remaining funds should be reduced. If the request is not reduced, the Program Manager must justify the anticipated use of funds with a narrative rationale and supporting budget detail. The justification does not replace the requirement for DPS approved program agreement revision prior to expenditure changes; and
  4. Complete a *JCPC Program Agreement Revision Form (Form JCPC/PR 001)* when funds are identified for release. This form must be submitted in NC ALLIES and electronically signed by the due date established by DPS.
- B. The JCPC Chairperson shall:
  1. Review each completed *Third Quarter Accounting Form (Form JCPC/TQ 001)* for expenditure rates, funds requested, and any justification necessary to use unspent funds.
- C. The County Finance Officer shall:
  1. Review each completed *Third Quarter Accounting Form (Form JCPC/TQ 001)* for accuracy with the County finance records.

### 8.4 DPS Requirements

- A. For Third Quarter Reporting, the Area Office shall:
  1. Review each completed *Third Quarter Accounting Form (Form JCPC/TQ 001)* for completeness and accuracy (Any correction should be made in communication with the Program Manager, County Finance Officer, and JCPC Chairperson);

2. Initiate the electronic signature process;
  3. Submit third quarter summary report to the DPS State Office for each funded program by the established due date; and
  4. Notify programs of the requirement to submit a *JCPC Program Agreement Revision Form (Form JCPC/PR 001)* when funds have been identified for release on the *Third Quarter Accounting Form (Form JCPC/TQ 001)*.
- B. The State Office shall:
1. Receive the third quarter summary report;
  2. Adjust monthly disbursements as indicated through the third quarter process; and
  3. Withhold monthly disbursements pending the completion of the electronic signature process for any outstanding *Third Quarter Accounting Form (Form JCPC/TQ 001)*.

## 9 Fiscal Accounting and Budgeting: Final Accounting Process

### 9.1 Purpose

To establish minimum standards for local County government, the JCPC and DPS JCPC and Community Programs Section funded programs regarding procedures for the final accounting process of funds and for the refund of any unspent or unearned allocation.

### 9.2 Policy Statement

All programs must adhere to the minimum standards for reporting final accounting and refund to DPS any unspent funds or disallowed expenses as determined by the Final Accounting computation.

### 9.3 Requirements

- A. DPS JCPC and Community Programs Sections funded programs shall complete and submit a *Final Accounting Form (Form JCPC/FA 001)* in NC ALLIES and if applicable, a *Multi-County Final Accounting Form (Form JCPC/FA 004)* at the end of the fiscal year or at any other time a program ceases to operate.
- B. Final accounting reporting shall account for all expenditures and revenues described in the program agreement or the last approved budget revision. Any in-kind contributions cited in an approved budget shall be documented in the final accounting.

### 9.4 Program Responsibility

- A. Programs shall complete and submit the *Final Accounting Form (Form JCPC/FA 001)*, and when applicable a *Multi-County Final Accounting Form (Form JCPC/FA 004)* in NCALLIES by the DPS established due date.
- B. Other Documents Required to be Submitted with Final Accounting in NCALLIES includes at a minimum:
  - 1. *Supplemental Information Form (Form JCPC/FA 002)*: Identifies any other State or Federal revenues received. The type and value of any in-kind contributions actually provided and appropriately documented during the fiscal year shall be identified on the final accounting form.
  - 2. *Equipment Inventory Form (Form JCPC/FA 003)*: This is a cumulative record of equipment acquired over the life of the program.
    - a. Any equipment purchased by programs where funds constitute the major funding source and is valued at \$500 or more, with a life expectancy of more than one (1) year must be recorded on this form; and
    - b. Items which are of a tangible nature with a life expectancy of more than one (1) year and are valued at \$500 or more, must be recorded on this form.
  - 3. These equipment items are subject to the following inventory control requirements:

- a. Include equipment that is transferred from another funded program;
  - b. Be updated each year. Equipment remains on the inventory form until fully depreciated, transferred, sold, or discarded;
  - c. Note the full depreciation, transfer, sale, or discard for the appropriate year of this action. Equipment is subject being used solely for the purpose stipulated in the program agreement or most recent revision for the life of that equipment;
  - d. A multi-county program shall maintain one (1) inventory form listing all equipment and identify the county from which the equipment was purchased in its multi-county budget;
  - e. A multi-county program shall attribute the purchase of equipment to the county providing the majority of DPS JCPC funds are used to purchase the equipment, unless otherwise mutually agreed to by DPS and or the JCPCs funding the program; and
  - f. Equipment with a serial number.
4. Annual Detailed General Ledger: Identifies each financial transaction related to the last approved program budget. The ledger must clearly show all program expenditures. Each transaction must be coded with a “identifier” which relates the transaction to a particular budget line item. “Identifiers” may include: a cost center, description, account number, source code, or any character alphabetical or numeric that separates funding sources. The ledger must be subtotaled by line item or by vendor, and include at a minimum:
- a. Identifiers;
  - b. Name of payee(s);
  - c. Check or transaction number(s);
  - d. Check or transaction amount; and
  - e. Date of each expenditure.
- Note: Failure to submit this report with final accounting may result in future funding being withheld or denied.*
5. County Finance Responsibilities
- a. The County Finance Officer will review submitted final accounting documentation for accuracy.
  - b. Request corrections to the *Final Accounting Form (Form JCPC/FA 001)* as necessary.
  - c. Upon completion of the review, notify the DPS Area Consultant, or designee, that the final accounting documentation is ready for DPS Area Office level review.
6. DPS Responsibilities



- a. The DPS Area Consultant, or designee, will review submitted final accounting documentation for accuracy.
  - b. Return the *Final Accounting Form (Form JCPC/FA 001)* as necessary for corrections or clarification.
  - c. Upon the completed review by the DPS Area Consultant, or designee the electronic signature process is initiated.
  - d. Require a full refund for DPS JCPC funds disbursed to a program, that is no longer funded, that fails to submit final accounting within 60 days of the established due date. For a currently funded program, withhold funds until final accounting has been submitted and approved.
7. End of Year Refunds: DPS will determine whether any end of year refunds are due based on the submitted and approved final accounting documents.
- a. Programs are accountable to the budget by cost center and total budget. Any expenditures that exceed the budgeted cost center amount are disallowed and may result in a refund being due, even if the total expenditures meet or exceed budgeted amount.
  - b. For single county programs:
    - i. The County is responsible for the refund of any unspent funds as billed by DPS,
    - ii. The program shall send the refund(s) to the County;
    - iii. The County shall send the refund to DPS within 45 days of notification. and clearly document which program(s) the refund should be applied to, for accurate accounting; and
    - iv. DPS shall withhold disbursements for any program that fails to refund DPS within 60 calendar days of billing.
  - c. For multi-county programs:
    - i. The sponsoring agency is responsible for the refund determined by the final accounting form and billed by DPS and shall send the refund to DPS and provide a copy of the refund check to each participating county and the DPS Area Office within 45 business days of notification.
    - ii. DPS shall withhold disbursements for any program that fails to pay the refund within 60 calendar days of billing.

## 10 Fiscal Accounting and Budgeting: Program Agreement Local and Department Approval Process

### 10.1 Purpose

To establish minimum standards of operation and instruction for the DPS Area Offices, County governments, and the JCPCs relating to the approval of program agreements and revisions for DPS JCPC and Community Programs Section funded programs.

### 10.2 Policy Statement

The DPS State and Area Offices, County governments, and JCPCs shall establish and adhere to the process for program agreement and revision approvals including:

1. JCPC process for Program Agreement approval;
2. Funding review policies;
3. Grievance procedure;
4. Area and State Office review process of the required funding documents;
5. Procedures for signatures; and
6. Submission timelines.

### 10.3 Requirements

#### A. County Process for JCPC Funded Programs Approval

1. The JCPC shall establish written Funding Review Procedures. Any changes in the procedures shall be approved by the JCPC at a regular meeting prior to the distribution of the RFP. The Funding Review Procedures shall:
  - a. Identify the process for acceptance and review of the applications including the opportunity for any applicant to appear before the funding committee or the JCPC to present an application and respond to funding committee or JCPC questions.
  - b. Ensure that programs receiving state funds are public agencies or private non-profit organizations and appropriately licensed, when applicable;  
*Reference: 14B NCAC 11B .0201; and*
  - c. Only consider programs for funding that adhere to the publicized and documented JCPC RFP process.
2. The JCPC shall vote on the recommended funding and notify applicants.
3. All records/scoring tools of the application review process shall be maintained by the JCPC until the next application process is complete.
4. The JCPC shall present its proposed County Funding Plan to the Board of County Commissioners. The Commissioners must:

- a. Approve the funding plan, program agreements and all DPS required attachments as submitted or return the plan with any instruction for changes to the JCPC. Any instruction must include detailed rationale that documents how the recommended changes will better address the elevated community and juvenile risks, service gaps, deficits or barriers, and service priorities for DPS and local match funds.
  5. Prior to submitting the County Funding Plan to DPS, the County Board of Commissioners must review the funding plan for each program's compliance with the required county local match.
- B. DPS Process for Program Agreement Approval**
1. Program applications shall be reviewed by the DPS Area Consultant for:
    - a. Compliance with program requirements cited in DPS JCPC and Community Programs Section Funded Programs Minimum Standards, the North Carolina Administrative Code, and General Statutes;
    - b. Accuracy of information submitted;
    - c. Accuracy of revenue and expenditure information and for consistency with the Chart of Accounts and the approved County Funding Plan(s) as recommended by the JCPC and approved by the County Board of Commissioners, as applicable;
    - d. Accuracy of the *JCPC Multi-County Agreement (Form JCPC/PA 003)*, as applicable;
    - e. Compliance the agency is either a public agency or 501 (c) (3) private non-profit organization (Not-for Profits ONLY) and when applicable, appropriately licensed;
    - f. Compliance with the *No Overdue Tax Form* as stated in N.C.G.S. § 105-243.1 (Not-for Profits Only);
    - g. Compliance with the *Conflict of Interest Policy Statement (Form DPS 13 001)* (Not-for Profits ONLY)
    - h. Compliance with a Conflict of Interest Disclosure and by uploading in NCALLIES a copy of the sponsoring agency's policy addressing any conflicts of interests that may arise as stated in N.C.G.S. § 143C-6-23(b) (Not-for-profits ONLY); and
    - i. Compliance with the required elements found in the *Contract for Professional Services Template (Form JCPC/PO 001)*, when applicable.

## **10.4 Signature Requirements**

- A. The Program Agreement, submitted in NCALLIES, must be electronically signed by:
  1. Program Manager;
  2. JCPC Chairperson;

3. County government official (Chair of County Board of Commissioners, County Manager, County Finance Officer or Deputy County Finance Officer, if designated); and
4. Authorizing Official, Department of Public Safety.

## 10.5 Timeline

- A. May 15<sup>th</sup>: the local approval process for the *JCPC Program Agreement (Form JCPC/PA 001)* must be completed and County Funding Plans must be received by the DPS Area Office, to be assured of receipt of a July disbursement for those programs.
- B. June 15<sup>th</sup>: DPS Area Office review of the *JCPC Program Agreement (Form JCPC/PA 001)* and County Funding Plans must be completed in order to provide funding authorization and to allow for July disbursement.
- C. December 31<sup>st</sup>: The local approval process must be completed to allocate any previously unallocated funds via a *JCPC Program Agreement (Form JCPC/PA 001)* or *JCPC Program Agreement Revision (Form JCPC/PR 001)*.

## 10.6 Final Decision Process

- A. Approval: Upon receiving approval recommendation from the DPS Area Consultant, or designee, the State Office will review each of the following for final funding approval:
  1. County Funding Plans, if applicable: Reviewed for accuracy, including the amount of the County allocation and total commitment of funds and ensure individual program budgets are consistent with the County Funding Plan; and
  2. *Program Agreements (Form JCPC/PA 001) (and Multi-county Program Agreements) (Form JCPC/PA 003)*, when applicable: Reviewed for expenditure and revenue budget accuracy, JCPC fiscal accounting and budgeting policy compliance, and local match requirements, when applicable;
  3. Notify the DPS Area Office when requested funds are authorized, or inform the DPS Area Office of corrections or clarifications necessary for funds authorization; and
  4. Upon completion of any corrections/clarifications needed, the DPS Authorized Official shall approve the *Program Agreement (Form JCPC/PA 001)* through the electronic signature process.
- B. Not to Approve: Recommendations not to approve a County Funding Plan(s) and/or program agreement shall be reviewed by the DPS Authorized Official for a final decision. That decision shall be communicated in writing to the DPS Area Consultant, or designee, the program manager, County Finance Officer and JCPC Chairperson.
  1. Local Funding Grievance: Any grievance of an agency regarding the local funding decision shall be appealed locally, in a timely manner, in this order, when applicable:
    - a. JCPC funding committee, when applicable;
    - b. JCPC;

- c. County Manager;
- d. County Board of Commissioners; and
- e. DPS through the Area Consultant.

## 11 Fiscal Accounting and Budgeting: Program Agreement Revisions Approval Process

### 11.1 Purpose

The establish minimum standards for revising approved program agreements.

### 11.2 Policy Statement

Any change to a funded programs operations and/or budgets must have County government, JCPC, and DPS prior approval.

### 11.3 Requirements

- A. DPS JCPC and Community Programs Section funded programs may amend their DPS-approved line item budget provided the program complies with the provisions of statute (N.C. Gen. Stat. § 159-15). A program agreement revision is required when a program proposes a change in the budget or in the overall impact of service delivery capability. Changes that require a revision include:
1. Elimination of a function or modification of staffing of the program;
  2. Assignment of a staff member to a service delivery function not included in the previous program agreement;
  3. Budget adjustments that transfer funds between cost centers;
  4. Change in revenues;
  5. In-County transfers (shift of funds from one (1) DPS JCPC and Community Programs Section- funded program in the County to another DPS JCPC and Community Programs Section funded program in the County); and
  6. Request for DPS discretionary or other funds according to availability.

*Note: For 1), 2), 5) and 6) above, a Program Agreement Revision and applicable Multi-County Agreement Revision shall be approved by the JCPC and the County prior to requesting approval by DPS. Final approval of a Program Agreement Revision (Form JCPC/PR 001) by DPS is required to implement the revision.*

*Note: For 3 and 4 listed above, only notification of the revision submission in NCALLIES is required to the JCPC Chair and the county.*

### 11.4 Timelines

- A. December 31<sup>st</sup> (or within six (6) months of the approved state budget): A *Program Agreement Revision (Form JCPC/PR 001)* or *Program Agreement (Form JCPC/PA 001)* to claim unallocated funds must be completed in NC ALLIES and locally approved by the JCPC and local government officials.
- B. May 1<sup>st</sup>: The local approval process for the *JCPC Program Agreement Revision (Form JCPC/PA 001)* involving in-county transfers must be completed in NC ALLIES and locally approved by the JCPC and local government officials.

- C. June 15th: Deadline for end-of-year revisions requesting line item adjustments must be completed in NC ALLIES and locally approved by the JCPC and local government officials.

## 11.5 Discretionary Funds

- A. DPS JCPC funds that remain uncommitted after December 31<sup>st</sup> (or within six (6) months of approval of state budget), or that are released by the withdrawal of a County from the JCPC fund, or funds released with the third quarter accounting shall be transferred to the DPS/JCPC Discretionary Fund. If these funds are approved by DPS for release, discretionary funds will be made available to participating counties. Discretionary funds will not increase the annual allotment to the County and shall not be available for more than one (1) year.
- B. Eligibility to Receive Discretionary Funds, the DPS JCPC-funded program must be in:
  - 1. Danger of closing or reducing its level of service. The DPS JCPC-funded program shall submit a statement of projected future funding sources documenting how the program plans to continue operating during the next fiscal year; or
  - 2. Be in need of equipment, materials, renovations, or staff development that will expand or enhance the service capability of the program on a continuing basis. A program shall show a measurable expansion of services, which may include:
    - a. More juveniles receiving services in a renovated facility;
    - b. Additional staff training to add a new treatment dimension to the ongoing program; or
    - c. New equipment or materials directly relating to improved treatment.
  - 3. Be in need of emergency placement of juveniles for whom all local resources have been exhausted, but where DPS placement is inappropriate.

*Reference: N.C. Administrative Code 14B NCAC 11B .0107*

- C. The DPS Area Office shall:
  - 1. Advise counties and programs of the availability of funds and the time period for submitting discretionary requests for additional funds; and
  - 2. Submit recommendations to the DPS State Office by the established due date.
- D. DPS JCPC-funded Programs shall:
  - 1. Not expend the discretionary funds on a program's routine operations that cause increased, recurring costs;
  - 2. Ensure the required local match for these funds. The purchase of equipment or capital outlay requires cash match with the exception of JCPC administrative funds; and
  - 3. Submit a JCPC *Program Agreement Revision (Form JCPC/PR 001)* requesting the discretionary funds as directed by the DPS Area Office by the established due date.



## 12 Assessment Programs: Clinical Evaluation and Psychological Assessment Programs

### 12.1 Purpose

To establish minimum expectations for the design, implementation, and operation of Assessment Services including, but not limited to, Psychological Assessments, Substance Abuse Assessments, and other Clinical Evaluations.

### 12.2 Policy Statement

Programs shall develop guidelines for program operations, target population, referrals, admissions and terminations processes and staff and volunteer training, supervision and licensures requirements.

### 12.3 Requirements

- A. Services Provided/Intervention: Programs may provide one (1) or more particular evaluation or assessment services with the purpose of providing diagnosis and treatment intervention recommendations.
- B. Dosage and Duration: This is determined by the number of sessions and length of time needed to complete the requested evaluation or assessment.
- C. Target Population: Juveniles between the ages of six (6) and seventeen (17) years of age, who is either a vulnerable juvenile or a juvenile who presents some behavioral or emotional concerns, which warrant further diagnosis and clarification, or otherwise under jurisdiction of and referred by Juvenile Court Services.

*Note: See additional criteria for juvenile adjudicated for sexually aggressive behavior specified in policy 13. Clinical Treatment Programs: Services Addressing Problem Sexual Behavior.*

- D. Referral Source: Juvenile Court Services.

### 12.4 Referrals, Admissions, and Terminations

- A. Referrals: DPS JCPC-funded programs shall:
  - 1. Receive a NC DPS Juvenile Justice/JCPC Universal Referral Form to identify individual program and juvenile needs. The referral form shall indicate the reason for referral and the concern(s) to be addressed and, provide other information as needed by the program to facilitate screening and admission decisions.
  - 2. Confirm that a scheduled initial appointment with the juvenile and the juvenile's parent(s)/legal guardian(s) was made within ten (10) business days of receiving the referral.

*Note: The initial appointment may be scheduled by the program or assessor.*

B. Admissions: Programs shall develop admission guidelines for age and gender appropriateness, primary reasons for which juveniles are considered for admission and any applicable admission restrictions. DPS JCPC-funded programs shall:

1. Enter client tracking admission data in NCALLIES within seven (7) days of the admission decision; and
2. Obtain a participation agreement prior to juveniles receiving program services that includes the specific needs of the juvenile. This agreement shall include, but is not limited to:
  - a. Name of the sponsoring agency and program name;
  - b. Program guidelines and requirements;
  - c. Signed consent of parent(s)/legal guardian(s), juvenile and program representative (when the program conducts the intake to obtain the participation agreement) ;
  - d. Specific requirements of the parent(s)/legal guardian(s) and each family member, (if applicable); and
  - e. Results of any non-compliance with program guidelines.

*Note: Obtaining a participation agreement, can be either by: 1) the program conducting an intake with the juvenile and parent(s)/legal guardian(s) and submitting the signed participation agreement to the assessor; or 2) the program shall create a participation agreement form for the assessor to utilize. In cases where the assessor gets the agreement signed by the juvenile and parent(s)/legal guardian(s), the signed copy must be submitted to the program and placed in the juvenile's file.*

3. Respond to referring agency regarding their admission decision within fifteen (15) business days of the referral.

Reference: 14B NCAC 11C.0403

4. Evaluation Completion

- a. The time between receipt of the referral and the report delivered to the referral agent should not exceed thirty (30) days.
  - b. Assessments/Evaluations of juveniles with sex offenses or problem sexual behavior, sexual aggression, sexual violence, risk of sexual re-offending of juveniles adjudicated for sexual behaviors; the evaluator should submit a written report to the referring Court Counselor within sixty (60) days of receiving the referral, with detailed recommendations and risk level for re-offending.
5. Terminations: Programs shall develop termination procedures, including policies governing documentation of a juvenile's termination from the program. DPS JCPC-funded programs shall:
- a. Entering client tracking termination data in NCALLIES within seven (7) days of the termination decision,
  - b. Document in the juvenile's file:

- i. The notification to the parent(s)/legal guardian(s), Court Services, if applicable, if the assessment has been completed or not; and
- ii. The parties to whom the assessment or reports were provided.

## **12.5 Staffing**

- A. Program Manager: Must possess at least a bachelor's degree in a Human Service or related field, or a four (4) year degree in any other field with at least two (2) years' experience as a direct service professional in a juvenile serving agency. It is the responsibility of the Program Manager to:
  1. Ensure the program meets all appropriate standards and licensing requirements;
  2. Maintain sufficient information to allow for the determination of program effectiveness;
  3. Cooperate with DPS Area Consultant, or designee, and the JCPC during monitoring and evaluation activities; and
  4. Complete all reporting requirements as established by DPS.
- B. Clinical Treatment Staff: Must have at least a bachelor's degree in a Human Services field related to the type of clinical therapy and treatment delivered and receive ongoing clinical supervision. Certain clinical treatment staff may be subject to professional licensure/certification as required by North Carolina law. Clinical treatment staff who are assessing or evaluating juvenile sex offenders must meet the training requirements as specified in JCPC Policy 13. Clinical Treatment Programs: Services Addressing Problem Sexual Behavior.

*Note: Qualified Clinicians, who may either be employed by the program or contracted with the program, shall only provide services they are trained, credentialed, or otherwise qualified to provide.*

- C. Volunteer Program Staff: All volunteers providing direct service must have at least one (1) year of experience working with at-risk youth. Programs may use professional or community volunteers to assist or augment services provided by paid staff. The program shall:
  1. Develop a job description for all volunteer positions;
  2. Ensure the *Program Volunteer Application Template (Form JCPC/EA 001)* is on file for each volunteer. Three (3) references must be provided, contacted, and documented on the completed form;
  3. Screen each applicant and determine that the volunteer possesses credentials/skills/experience commensurate with the requirements of the job description;
  4. Require adult volunteers, involved in direct supervision, to have on file documentation of a criminal background check (see policy 2.8, A., 4) and additionally, when providing transportation of juveniles, to have on file documentation of:
    - a. Valid driver's license (a copy must be annually updated and on file); and

- b. Safe driving record check.

## **12.6 Staff and Volunteer Orientation and Training**

- A. Each program shall develop a training and professional development plan for all staff and volunteers that meets the requirements unique to their program type and the service being delivered. At a minimum, the plan shall include the following:
  - 1. Job appropriate orientation and training within thirty (30) days of employment/volunteering to include policies, procedures, rules and regulations of the program and DPS JCPC and Community Programs Section Funded Programs Minimum Standards. Written documentation of the program orientation and training on policies must be available to the JCPC and/or DPS upon request.
  - 2. Programs must offer training opportunities (i.e., internal, in-person and/or online) that will lead to continued personal and professional development of the staff and volunteers
  - 3. Volunteers shall complete pre-service training specific to the program type prior to direct service delivery to juveniles.
  - 4. Direct service staff shall participate annually in at least twelve (12) hours of training in an area related to the service type provided, including at a minimum, basic interaction skills relating to juveniles.
  - 5. Programs providing treatment services shall employ staff who are eligible by degree or credential to provide such treatment, or who receive clinical supervision by someone who is eligible to provide such treatment. All professional and volunteer staff members, who lead program activities that require special skills or certification, must be trained in the skills necessary for each particular activity.

## **13 Clinical Treatment Programs: Services Addressing Problem Sexual Behavior**

### **13.1 Purpose**

To establish minimum standards for the design, implementation, and operation of programs to address problem sexual behavior.

### **13.2 Policy Statement**

Programs addressing problem sexual behavior shall develop program guidelines governing, at a minimum, program operations, target population, referrals, admissions and terminations processes and staff and volunteer training requirements.

- A. Treatment and/or assessment services for juveniles adjudicated for sex offenses or those identified as having problem sexual behavior shall provide specific counseling and treatment to juveniles and their families as outlined in a comprehensive, individualized, needs-based, evaluation or assessment appropriate to the behavior.
- B. The highest priority of treatment programs shall be the protection of community members from further sexually offending behavior by juveniles served by those programs.
- C. Management and treatment of juveniles with sex offenses or problem sexual behaviors are best achieved through cooperation of family members and all community systems involved - each with a clearly defined role. A coordinated, multi-disciplinary team may include law enforcement, the judicial system, child protective services, educators, community resources, and treatment providers.
- D. Successful treatment of juveniles with sex offenses or problem sexual behavior must be incorporated in after care or referral for services planning.

### **13.3 Requirements**

- A. Services provided/Interventions: Services shall include sex offender group counseling, individual counseling, and family counseling and/or other evidence-based approaches. Program and service providers shall work closely with Juvenile Court Counselors.
- B. Dosage and Duration: There shall be contact with the juvenile's primary custodian at least once every 30 days while the juvenile is receiving services from the program. For dosage and duration parameters, refer to Appendix B Dosage Parameters Crosswalk for JCPC SPEG Service Types.
- C. Capacity and Juvenile to Staff Ratio: There shall be a maximum of eight (8) juveniles per group with one (1) qualified therapist. The program should consider the risk level and needs of juveniles receiving treatment in determining the number of juveniles assigned to groups and the juvenile to staff ratio.
- D. Target Population: Juveniles between the ages of six (6) and seventeen (17), either a vulnerable juvenile or adjudicated delinquent juvenile, for a behavior that is either a sex

offense or otherwise an illegal sexual activity or otherwise under the jurisdiction of and referred by Juvenile Court Services.

- E. Referral Source: Priority shall be given to referrals from juvenile court.
- F. Treatment Setting: Treatment must be provided in a setting adequate to manage the risk potential of the juvenile.
- G. Prohibited Practices: The use of plethysmographs, lie detectors, and other similar invasive devices are prohibited.

### **13.4 Referrals, Admissions and Terminations**

- A. Referrals: The program shall receive a written referral form for juveniles to participate in the program. Programs shall:
  - 1. Receive a NC DPS Juvenile Justice/JCPC Universal Referral Form to identify individual program and juvenile or family needs. The referral form shall indicate the reason for referral and the concern(s) to be addressed and, provide other information as needed by the program to facilitate screening and admission decisions. This referral must include, at a minimum:
    - a. Adjudication order and police report including victim statements (if available);
    - b. Report of known inappropriate sexual behavior;
    - c. Divisionally administered Risk and Needs Assessment;
    - d. Available social history data, school records, previous mental health treatment records; and
    - e. Psychological evaluation and/or psychiatric evaluations (if available).
  - 2. Schedule initial appointment with the juvenile within ten (10) days of the referral.
- B. Admissions: A comprehensive, individualized, needs based evaluation or a sexual risk assessment is a prerequisite for admission. Programs shall:
  - 1. Only admit juveniles, who have not reached their eighteenth birthday; or are otherwise under the jurisdiction of the Juvenile Court Services who have been adjudicated for sexually aggressive or sexually assaultive behavior;
  - 2. Enter client tracking admission data in NCALLIES within seven (7) days of the admission decision;
  - 3. Respond to referring agencies regarding their admission decision within ten (10) business days of the referral;  
*Reference: 14B NCAC 11C.0403*
  - 4. Have contact with the juvenile's primary custodian at least once every thirty (30) days while the juvenile is receiving services from the program;
  - 5. Develop within admission guidelines specifics covering age and gender appropriateness, the primary reasons for which juveniles are considered for admission and any applicable admission restrictions; and

6. Create a participation agreement prior to juveniles receiving program services that must be signed by the program provider, juvenile, and parent(s)/legal guardian(s). All elements of the participation agreement must be dictated by the specific needs of the juvenile. This agreement shall include, but is not limited to:
  - a. Name of Juvenile;
  - b. Name of the sponsoring agency and program name;
  - c. Program guidelines and requirements;
  - d. Conditions of behavior management and supervision requirements, including a personal Safety Plan;
  - e. Signed consent of parent(s)/legal guardian(s), juvenile and program staff for participation in the program;
  - f. Specific requirements of parent(s)/legal guardian(s) and program staff;
  - g. Results of non-compliance; and
  - h. Confidentiality parameters and agreement thereof.
- C. Juveniles admitted must have an individual needs-based treatment plan developed within the first two (2) weeks of admission that addresses at a minimum the following elements:
  1. Interventions that will be provided by program staff;
  2. Focus of the intervention(s);
  3. Frequency of the services to be provided;
  4. Anticipated length of stay in the program;
  5. Services needed by the juvenile and family with recommendations on how best to provide or have those services provided;
  6. Support services recommended as part of the overall treatment plan;
  7. Specific measurable behavior changes that will result from effective implementation of the treatment plan;
  8. Provision for periodically (no less than thirty (30) days) reviewing and amending all aspects of the treatment plan;
  9. Specific mention of all family members and other professionals who participated in development of the treatment plan;
  10. A crisis plan and means for making a crisis response available to juveniles after business hours, weekends, and holidays. This plan should be made in conjunction with the referring agency and parent(s)/legal guardian(s); and
  11. A supervision and victim protection plan for juvenile supervision and victim protection, incorporating the participation and assistance of family members, when appropriate, in the supervision of the juvenile.



- D. Terminations: Programs shall develop termination procedures, including a written termination form and policies governing documentation of a juvenile's termination from the program. DPS JCPC-funded programs shall:
1. Enter client tracking termination data in NC ALLIES within seven (7) days of the termination decision;
  2. Facilitate a conference with the juvenile, parent(s)/legal guardian(s), Court Counselor, and therapist to review treatment progress and treatment issues;
  3. Develop a plan for aftercare and/or relapse prevention, prior to termination, with the juvenile and parent(s)/legal guardian(s), juvenile's Court Counselor, and/or other referring entity that shall include as appropriate:
    - a. Referral of the juvenile and family to appropriate community resources as needs are identified;
    - b. A crisis plan for the juvenile and family; and
    - c. A supervision and victim protection plan, incorporating the participation and assistance of family members.
  4. Complete a termination form for all juveniles terminated from the program within ten (10) business days and submit the form to:
    - a. Parent(s)/legal guardian(s), Court Services, if applicable, and place in the juvenile's file; and
    - b. Other referring entities as appropriate.
  5. The written termination form shall include at a minimum:
    - a. Name of the sponsoring agency and program name;
    - b. Juvenile's name;
    - c. Last date of program contact;
    - d. Reason for termination which supports the reasons reported in NCALLIES;
    - e. Name(s) of person(s) and agencies receiving notice of a juvenile's termination; and
    - f. Name of program staff person completing the documentation.

### **13.5 Staffing**

- A. Qualified Clinicians: May be employed by the program or contracted through a Contract for Professional Services Template (Form JCPC/PO 001) with the program and shall only provide services they are trained, credentialed, or otherwise qualified to provide.
- B. Program Manager: Must possess at least a bachelor's degree in a Human Service or related field, or a four (4) year degree in any other field with at least two (2) years' experience as a direct service professional in a juvenile serving agency. It is the responsibility of the Program Manager to:
  1. Ensure the program meets all appropriate standards and licensing requirements;

2. Maintain sufficient information to allow for the determination of program effectiveness;
  3. Cooperate with DPS Area Consultant, or designee, and JCPC during monitoring and evaluation activities; and
  4. Complete all reporting requirements as established by DPS.
- C. Clinical Treatment Staff: Must have at least a bachelor's degree in a Human Services related field and regular clinical supervision. Clinical service providers rendering professional level clinical services shall possess, at a minimum, a master's degree in the field deemed appropriate to the type of clinical therapy and treatment delivered.
- D. Clinicians providing services in this program type should have documented completion of specialized training (conducting an evaluation and/or assessment) of juveniles with sex offenses or problem sexual behavior, pathology and treatment, relapse prevention and experience in group, individual, and family treatment.

*Note: Qualified Clinicians, who may either be employed by the program or contracted, with the program, shall only provide services they are trained, credentialed, or otherwise qualified to provide.*

- E. Volunteer Program Staff: All volunteers providing direct services must have at least one (1) year of experience working with at-risk youth. Programs may use professional or community volunteers to assist in or augment services provided by paid staff. The program shall:
1. Develop a job description for all volunteer positions;
  2. Ensure the *Program Volunteer Application Template (Form JCPC/EA 001)* is on file for each volunteer. Three (3) references must be provided, contacted, and documented on the completed form.
  3. Screen each applicant and determine that the volunteer possesses credentials/skills/experience commensurate to the requirements of the job description;
  4. Require adult volunteers, involved in direct supervision, to have on file documentation of a criminal background check (see policy 2.8, A., 4) and additionally, when providing transportation of juveniles, to have on file documentation of:
    - a. Valid driver's license (a copy must be annually updated and on file); and
    - b. Safe driving record check.

### **13.6 Staff and Volunteer Orientation and Training**

- A. Each program shall develop a training and professional development plan for all staff and volunteers that meets the requirements unique to their program type and service being delivered. At a minimum, the plan shall include the following:
1. Job appropriate orientation and training within thirty (30) calendar days of employment/volunteering to include policies, procedures, rules and regulations of the program and DPS JCPC policies. Written documentation of the program

- orientation and training on policies must be available to the JCPC and/or DPS upon request.
2. Programs must offer training opportunities (i.e., internal, in-person and/or online) that will lead to continued personal and professional development. of the staff and volunteers.
  3. Volunteers shall complete pre-service training specific to the program type prior to direct service delivery to juveniles.
  4. Direct service staff shall participate annually in at least twelve (12) hours of training in an area related to the service type provided, including at a minimum, basic interaction skills relating to juveniles.
  5. Programs providing treatment services shall employ staff who are eligible by degree or credential to provide such treatment, or who receive clinical supervision by someone who is eligible to provide such treatment. All professional and volunteer staff members who lead program activities that require special skills or certification must be trained in the skills necessary for each particular activity.

## 14 Clinical Treatment Programs: Home-Based Family Counseling

### 14.1 Purpose

To establish minimum standards for the design, implementation, and operation of home-based family counseling services.

### 14.2 Policy Statement

Programs shall provide professional level assessment and treatment intervention services to juveniles and their families in the home setting and as outlined in an individual plan of care. Programs shall develop program guidelines governing, at a minimum, program operations, target population, referrals, admissions and terminations processes and staff and volunteer training requirements.

### 14.3 Requirements

- A. Services Provided: Home-Based Family Counseling services begin with a family assessment and include counseling and other intervention with the identified juvenile and the juvenile's family in the home setting.
- B. Dosage and Duration: Home-Based Family Counseling services must be designed to meet the contact hours and length of stay specified for the SPEP primary service type or the contact hours and length of stay specified for the program service type. Refer to Appendix B Dosage Parameters Crosswalk for JCPC SPEP Service Types.
- C. At least 50% of the direct service time shall be spent in the juvenile's home.
  - 1. There shall be at least one (1) face-to-face contact with the juvenile and family each week, except as part of a stepdown plan, in which case contact shall not be less than once every 30 days.
  - 2. There must be at least one (1) meeting between the family worker, supervisor, and other professionals involved with the family each month on each family. The purpose of this meeting is to review and amend as necessary the basic plan, and to promote coordination between all agencies involved with the family.
- D. Flexible Service Hours: Flexible service hours must be available to accommodate the schedule and needs of the juvenile's family.
- E. Capacity/Juvenile Staff Ratio – Minimum and Maximum Caseloads: Capacity of counseling programs is dependent upon the intensity level of the service being provided and the clinical staff time available. For each full-time direct service staff member, at least 50% of work time must be spent in direct service. For each full-time staff member, the standard is a minimum caseload of three (3) juveniles and a maximum caseload of ten (10). Minimum and maximum caseloads for less than full-time shall be adjusted proportionately. The program should consider the risk level and needs of juveniles

receiving services in determining the number of juveniles assigned to groups and the juvenile to staff ratio.

- F. Target Population Programs may admit and serve juveniles that are:
  - 1. Between the ages of six (6) and seventeen (17), either a vulnerable juvenile or in need of services to address and correct emotional and/or behavioral concerns that cause the juvenile to be at-risk for removal from the home, or otherwise under jurisdiction of and referred by Juvenile Court Services.
  - 2. Eighteen years of age or older, under the following conditions:
    - a. On probation or otherwise under supervision of Juvenile Court Services; or
    - b. Not under juvenile court supervision but referred by SRO/School as a diversion from Juvenile Court Services or District Court, or as part of a School Justice Partnership agreement, if still attending school (includes High School equivalency programs) and consents to participate.
- G. Referral Source: Priority shall be given to referrals from juvenile court.

#### **14.4 Referrals, Admissions and Terminations**

- A. Referrals: The program shall receive a NC DPS Juvenile Justice/JCPC Universal Referral Form when referred by Court Services. Juveniles referred by other sources shall have a written referral form in their file that includes, at a minimum, information from the universal referral form. The referral form shall indicate the reason for referral and the concern(s) to be addressed and, other information as needed by the program to facilitate screening and admission decisions.
- B. The program shall schedule the initial appointment within three (3) business days of receiving the referral. However, if the home-based program is unable to accept a new referral, the referral source shall be notified immediately in order to explore alternatives.
- C. Appropriate referrals for home-based family counseling services shall be determined if they:
  - 1. Have at least one (1) family member between the ages of six (6) and seventeen (17), either a vulnerable juvenile or who is at-risk of out-of-home placement in a youth development center, detention center, psychiatric hospital, child care institution, group home, or foster home due to delinquent or chronic status offense behavior; or
  - 2. Have one (1) family member under the age of seventeen (17) who is returning home from a youth development center, who will be living at home full-time within thirty (30) days of intake; and
  - 3. Have at least one (1) parent/legal guardian who will agree in writing to participate in the home-based program.
- D. Inappropriate referrals for home-based family counseling services shall be determined if the primary reason for referral is a problem that:

1. Cannot be remedied by this service type, such as severe mental disorder, an intellectual disability ;
  2. Typically results in a juvenile's removal from the home, such as chronic sexual or physical abuse;
  3. Requires a period of intervention longer than nine (9) months, such as mental disturbance;
  4. There is an immediate threat of violence to the program's home-based worker; and/or
  5. The family does not make itself available for intake service within three (3) business days of the referral being accepted, provided three (3) unsuccessful documented attempts by the program's home-based worker to contact the family were made. Any family determined ineligible for this service must be referred to the most appropriate service, as documented by the home-based worker; with written notification of the decision provided to referring agency, within ten (10) business days of receiving the referral.
- E. Admissions: Programs shall develop admission criteria covering age and gender appropriateness, the primary reasons for which juveniles are considered for admission and any applicable admission restrictions. Programs shall:
1. Contact the family within three (3) business days of the receipt of the referral to schedule an intake assessment. However, if the home-based program is unable to accept a new referral, the referral source shall be notified immediately in order to explore alternatives;
  2. Conduct face-to-face intake assessment with the juvenile and/or family within ten (10) days of the receipt of the referral;
  3. Enter client tracking admission data in NCALLIES within seven (7) days of the admission decision,
  4. Respond to referring agency regarding their admission decision within 15 days of the referral; and
- Reference: 14B NCAC 11C.0403*
5. Complete a written assessment within 72 hours of the intake assessment, to include:
    - a. Screening and admission criteria;
    - b. Social history;
    - c. Mental/behavior status on each family member;
    - d. Assets and strengths of the family unit and each family member;
    - e. Options, priorities, and needs of the family and each family member;
    - f. Specific behavior changes desired of each family member and the new skill(s) that each family member will need to learn;

- g. Goals of referring agencies; and
      - h. Resources available within the program and the community, and delineation of roles and functions of each, to bring about the specified changes.
  6. Complete a participation agreement prior to juveniles receiving program services that must be signed by the program provider, juvenile, and parent(s)/legal guardian(s). All elements of the participation agreement must be dictated by the specific needs of the juvenile. This agreement shall include, but not limited to:
    - a. Name of juvenile;
    - b. Name of the sponsoring agency and program name;
    - c. Program guidelines, requirements, and projected completion dates of the program;
    - d. Signed consent of parent(s)/legal guardian(s), juvenile and program staff for participation in the program;
    - e. Specific requirements of the parent(s)/legal guardian(s) and each family member, (if applicable); and
    - f. Results of any non-compliance with program guidelines.
  7. Develop an Individual Plan of Care: The individual plan of care for this service type shall include the following elements:
    - a. A statement of the goal or the outcomes, or changes hoped to be accomplished;
    - b. The interventions and activities to be employed to achieve the goal, desired outcomes or changes;
    - c. The duration, dosage, and frequency of service;
    - d. Method and timetable for measuring/evaluating progress; and
    - e. Signature of the youth, parent/guardian, staff member.
- F. Terminations: Programs shall develop termination procedures, including a written termination form, and policies governing documentation of a juvenile's termination from the program.
  1. The termination form shall include:
    - a. Name of the sponsoring agency and program name;
    - b. Juvenile's name;
    - c. Activities, results and recommendations;
    - d. Last date of program contact;
    - e. Reason for termination which supports the reasons reported in NCALLIES;



- f. Names of persons and agencies receiving notice of a juvenile's termination;  
and
  - g. Name of program staff person completing the documentation.
2. At termination all programs shall:
- a. Enter client tracking termination data in NCALLIES within seven (7) days of the termination decision;
  - b. Complete a written termination within ten (10) business days for all juveniles terminated from the program and submit a copy to:
    - i. The parent(s)/legal guardian(s),
    - ii. Court Services, if applicable;
    - iii. The juvenile's file; and
    - iv. Other referring entities as appropriate.
3. Prior to a juvenile being terminated for any reason other than Successful or Satisfactory Completion, the program shall review the case status with the referring agency prior to a final termination decision.

## **14.5 After Care Plan**

- A. The program shall refer the juvenile for on-going support and aftercare to an appropriate community resource as needs are identified. At a minimum, the program, juvenile, parent(s)/legal guardian(s), juvenile's Court Counselor, and/or other referring entity must be involved in the development and implementation of this plan prior to the termination of the juvenile from program services.

## **14.6 Staffing**

- A. Staff Qualifying Experience: Each staff member providing home-based family services shall have training and experience in providing family-based services in various community settings, including juveniles' homes.
- B. Clinical Oversight: Each staff member providing direct service must have regular clinical case oversight and supervision of no less than two (2) hours of supervision per month by no less than a licensed or certified master's level clinician.
- C. Qualified Clinicians: May either be employed by the program or contracted through a *Contract for Professional Services Template (Form JCPC/PO 001)* with the program, and can only provide services if they are trained, credentialed, or otherwise qualified to provide such services.
- D. Program Manager: Must possess at least a bachelor's degree in a Human Service or related field, or a four (4) year degree in any other field with at least two (2) years' experience as a direct service professional in a juvenile serving agency. It is the responsibility of the Program Manager to:

1. Ensure the program meets all appropriate standards and licensing requirements;
  2. Maintain sufficient information to allow for the determination of program effectiveness;
  3. Cooperate with DPS Area Consultant, or designee, and the JCPC during monitoring and evaluation activities; and
  4. Complete all reporting requirements as established by DPS.
- E. Clinical Treatment Staff: Must have at least a bachelor's degree in a Human Services field related to the type of clinical therapy and treatment delivered and receive ongoing clinical supervision. Certain clinical treatment staff may be subject to professional licensure/certification as required by North Carolina law.
- F. Volunteer Program Staff: All volunteers providing direct services must have at least one (1) year of experience working with at-risk youth. Programs may use professional or community volunteers to assist or augment services provided by paid staff. The program shall:
1. Develop a job description for all volunteer positions;
  2. Ensure the sponsoring agency's volunteer application is on file such as the *Program Volunteer Application Template (Form JCPC/EA 001)* for each volunteer. Three (3) references must be provided, contacted, and documented on the completed form;
  3. Screen each applicant and determine that the volunteer possesses credentials/skills/experience commensurate to the requirements of the job description;
  4. Require adult volunteers, involved in direct supervision, to have on file documentation of a criminal background check (see policy 2.8, A., 4) and additionally when providing transportation of juveniles, to have on file documentation of:
    - a. A valid driver's license (a copy must be annually updated and on file); and
    - b. A safe driving record check.

## **14.7 Staff and Volunteer Orientation and Training**

- A. Each program shall develop a training and development plan for all staff and volunteers that meets the requirements unique to their program type and service being delivered. At a minimum, the plan shall include the following:
1. Job appropriate orientation and training within thirty (30) days of employment/volunteering to include policies, procedures, rules and regulations of the program and DPS JCPC policies. Written documentation of the program orientation and policy training must be available to the JCPC and/or DPS upon request.



2. Programs must offer training opportunities (i.e., internal, in-person and/or online) that will lead to continued personal and professional development.
3. Volunteers shall complete pre-service training specific to the program type prior to direct service delivery to juveniles.
4. Direct service staff shall participate annually in at least twelve (12) hours of training in an area related to the service type provided, including at a minimum, basic interaction skills relating to juveniles.
5. Programs providing treatment services shall employ staff who are eligible by degree or credential to provide such treatment, or who receive clinical supervision from someone who is eligible to provide such treatment. All professional and volunteer staff who lead program activities that require special skills or certification must be trained in the skills necessary for each particular activity.

## 15 Clinical Treatment Programs: Counseling Programs

### 15.1 Purpose

To establish minimum standards for the design, implementation and operation of Clinical treatment Services funded by the JCPC.

### 15.2 Policy Statement

Clinical Counseling programs shall provide professional level assessment and treatment intervention services to juveniles and their families as outlined in an individual plan of care. Programs shall develop program guidelines governing, at a minimum, program operations, target population, referrals, admissions and terminations processes and staff and volunteer training requirements.

*Note: Clinical treatment services in this policy include individual, group, family and substance abuse counseling.*

### 15.3 Requirements

- A. Dosage and Duration: Counseling Programs must be designed to meet the contact hours and length of stay specified for the SPEP primary service type or the contact hours and length of stay specified for the program service type. Refer to Appendix B Dosage Parameters Crosswalk for JCPC SPEP Service Types.
- B. Target Population: Programs may admit and serve juveniles that are:
  1. Between the ages of six (6) and seventeen (17) years, either a vulnerable juvenile or in need of services to address and correct emotional and/or behavioral concerns that cause the juvenile to be engaged in or at-risk of delinquent behavior, or otherwise under jurisdiction of and referred by Juvenile Court Services; or
  2. Eighteen years of age or older, under the following conditions:
    - a. On probation or otherwise under supervision of Juvenile Court Services; or
    - b. Not under juvenile court supervision but referred by SRO/School as a diversion from Juvenile Court Services or District Court, or as part of a School Justice Partnership agreement, if still attending school (includes High School equivalency programs) and consents to participate.
- C. Capacity and Juvenile to Staff Ratio: Capacity of counseling programs is dependent upon the intensity level of the service being provided and the clinical staff time available. For each full-time, direct service staff member, at least 50% of work time should be spent in direct service. Group counseling sessions are limited to no more than eight (8) juveniles per session with a trained facilitator and may be expanded by five (5) juveniles for each additional trained facilitator. Programs are responsible for ensuring the safety of staff and juveniles. The program should consider the risk level and needs of juveniles receiving services in determining the number of juveniles assigned to groups and the juvenile to staff ratio.

*Note: Intensity Level: High Intensity service is greater than three (3) hours of direct service per week, per juvenile; medium, three (3) hours or less of direct service per week, per juvenile.*

- D. Referral Source: Priority shall be given to referrals from juvenile court.

## **15.4 Referrals, Admissions, and Terminations**

- A. Referrals: DPS JCPC-funded programs shall:

1. Receive a NC DPS Juvenile Justice/JCPC Universal Referral Form when referred by Court Services. Juveniles referred by other sources shall have a written referral form in their file that includes, at a minimum, information from the universal referral form. The referral form shall indicate the reason for referral and the concern(s) to be addressed and, provide other information as needed by the program to facilitate screening and admission decisions; and
2. Schedule initial appointment with the juvenile's parent(s)/legal guardian within ten (10) business days of receiving a referral.

- B. Admissions: Programs shall develop admission guidelines for age and gender appropriateness, primary reasons for which juveniles are considered for admission and any applicable admission restrictions. DPS JCPC-funded programs shall:

1. Enter client tracking admission data in NCALLIES within seven (7) days of the admission decision and respond to referring agencies regarding their admission decision,
2. Respond to referring agency regarding their admission decision within ten (10) business days of the referral; and

*Reference: 14B NCAC 11C.0403*

3. Complete a participation agreement prior to juveniles receiving program services that includes, the specific needs of the juvenile. This agreement shall include, but not limited to:
  - a. Name of the juvenile;
  - b. Name of the sponsoring agency and program name;
  - c. Program guidelines, requirements, and projected completion dates of the program;
  - d. Signed consent of parent(s)/legal guardian(s), juvenile and program staff for participation in the program;
  - e. Specific requirements of the parent(s)/legal guardian(s) and each family member, (if applicable); and
  - f. Results of any non-compliance with program guidelines.

- C. Develop an Individual Plan of Care: The individual plan of care for this service type shall include the following elements:

1. A statement of the goal or the outcomes, or changes hoped to be accomplished;
  2. The interventions and activities to be employed to achieve the goal, desired outcomes or changes;
  3. The duration, dosage, and frequency of service
  4. Method and timetable for measuring/evaluating progress
  5. Signature of the youth, parent/guardian, staff member.
- D. Terminations: Programs shall develop termination procedures, including a written termination form, and policies governing documentation of a juvenile's termination from the program.
1. The termination form shall include:
    - a. Name of the sponsoring agency and program name;
    - b. Juvenile's name;
    - c. Activities, results and recommendations;
    - d. Last date of program contact;
    - e. Reason for termination which supports the reasons reported in NCALLIES;
    - f. Names of persons and agencies receiving notice of a juvenile's termination;  
and
    - g. Name of program staff person completing the documentation.
  2. At termination all programs shall:
    - a. Enter client tracking termination data in NCALLIES within seven (7) days of the termination decision;
    - b. Complete a written termination within ten (10) business days for all juveniles terminated from the program and submit a copy to:
      - i. The parent(s)/legal guardian(s),
      - ii. Court Services, if applicable;
      - iii. The juvenile's file; and
      - iv. Other referring entities as appropriate.
  3. Prior to a juvenile being terminated for any reason other than Successful or Satisfactory Completion, the program shall review the case status with the referring agency prior to a final termination decision.

## **15.5 After Care Plan**

The program shall refer the juvenile for on-going support and aftercare, through an appropriate community resource as needs are identified. At a minimum, the program, juvenile, parent(s)/legal guardian(s), juvenile's Court Counselor, and/or other referring

entity must be involved in the development and implementation of this plan prior to the termination of the juvenile.

## **15.6 Staffing**

### **A. Staff**

1. **Clinical Oversight:** Each full-time staff member providing direct service must have regular clinical case oversight and supervision of no less than two (2) hours of supervision per month by no less than a Master's level clinician.
2. **Qualified Clinicians:** May either be employed by or contracted with the program and shall only provide services they are trained, credentialed, or otherwise qualified to provide.
3. **Program Managers:** Must possess at least a bachelor's degree in a Human Service or related field, or a four (4) year degree in any other field with at least two (2) years' experience as a direct service professional in a juvenile serving agency. It is the responsibility of the Program Manager to:
  - a. Ensure the program meets all appropriate standards and licensing requirements;
  - b. Maintain sufficient information to allow for the determination of program effectiveness;
  - c. Cooperate with DPS Area Consultant, or designee, and JCPC during monitoring and evaluation activities; and
  - d. Complete all reporting requirements as established by DPS.
4. **Clinical Treatment Staff:** Except for North Carolina Certified Substance Abuse Counselors, clinical treatment staff must have at least a bachelor's degree in a Human Services field related to the type of clinical therapy and treatment delivered and receive ongoing clinical supervision. Certain clinical treatment staff may be subject to professional licensure/certification as required by the N.C. General Statutes.
5. **Volunteer Program Staff:** All volunteers providing direct services must have at least one (1) year of experience working with at-risk youth. Programs may use professional or community volunteers to assist or augment services provided by paid staff. The program shall:
  - a. Develop a job description for all volunteer positions;
  - b. Ensure the sponsoring agency's volunteer application is on file such as the Program Volunteer Application Template (Form JCPC/EA 001) for each volunteer. Three (3) references must be provided, contacted, and documented on the completed form;



- c. Screen each applicant and determine that the volunteer possesses credentials/skills/experience commensurate to the requirements of the job description;
- d. Require adult volunteers, involved in direct supervision, to have on file documentation of a criminal background check (see policy 2.8, A., 4) and additionally, when providing transportation of juveniles, to have on file documentation of a:
  - i. Valid driver's license (a copy must be annually updated and on file); and
  - ii. Safe driving record check.

## **15.7 Staff and Volunteer Orientation and Training**

- A. Programs shall develop a training and development plan for all staff and volunteers that meets the requirements unique to their program type and service being delivered. At a minimum, the plan shall include the following:
  - 1. Job appropriate orientation and training specific to the funded program, within thirty (30) days of employment/volunteering to include policies, procedures, rules and regulations of the program and DPS-JCPC and Community Programs Section policies. Written documentation of the program orientation and policy training must be available to the JCPC and/or DPS upon request.
  - 2. Programs must offer training opportunities (i.e., internal, in-person and/or online) that will lead to continued personal and professional development.
  - 3. Volunteers shall complete pre-service training specific to the program type prior to direct service delivery to juveniles.
  - 4. Direct service staff shall participate annually in at least twelve (12) hours of training in an area related to the service type provided, including at a minimum, basic interaction skills relating to juveniles.
  - 5. Programs providing treatment services that employ staff who are eligible by degree or credential to provide such treatment, or who receive clinical supervision by someone who is eligible to provide such treatment. All professional and volunteer staff who lead program activities that require special skills or certification must be trained in the skills necessary for each particular activity.

## 16 Community Day Programs: Juvenile Structured Day

### 16.1 Purpose

To establish minimum expectations for the design, implementation, and operation of Structured Day programs.

### 16.2 Policy Statement

Structured Day programs shall develop program guidelines governing, at a minimum, program operations, target population, referrals, admissions and terminations processes and staff and volunteer training requirements.

### 16.3 Requirements

- A. Services Provided: Structured Day programs shall work in cooperation with the local school system(s) to provide educational enrichment and/or educational on-site programs; and to provide a balance between education and treatment.
- B. Availability of Services: Structured Day programs must maintain a daily operating schedule, to include operating hours beyond the normal school day, at a minimum of 10 months of the year.
- C. Partial day operating hours must be a minimum of four (4) days a week, three (3) hours a day and include, at a minimum, the following content:
  1. Educational enrichment;
  2. Substance abuse education/awareness;
  3. Life skills/interpersonal skills;
  4. Family engagement; and
  5. Community involvement.
- D. Full day operating hours must be a minimum of five (5) days a week, six (6) hours a day and include, at a minimum, the following content:
  1. Site-based academic services;
  2. Substance abuse services;
  3. Life skills/interpersonal skills;
  4. Counseling;
  5. Family engagement; and
  6. Community involvement.
- E. Dosage and Duration: Juvenile Structured Day services must be designed to meet the contact hours and length of stay specified for the SPEP primary service type or the contact hours and length of service specified for the program service type.

- F. Capacity and Juvenile to Staff Ratio: Programs must have adequate staff to provide for the safety and security of staff, juveniles, and the community. There must always be two (2) adult, direct service staff on duty supervising no more than twelve (12) juveniles. For each additional adult staff in excess of the minimum, there may be a maximum of six (6) additional juveniles supervised. The program should consider the risk level and needs of juveniles receiving services in determining the number of juveniles assigned to groups and the juvenile to staff ratio.
- G. Target Population: Programs may admit and serve juveniles that are:
  - 1. Between the ages of six (6) and seventeen (17), either a vulnerable juvenile or an adjudicated delinquent or undisciplined juvenile, juveniles under diversion contracts or plans, and/or juveniles at-risk for delinquency or otherwise under jurisdiction of and referred by Juvenile Court Services; or
  - 2. Eighteen years of age or older, under the following conditions:
    - a. On probation or otherwise under supervision of Juvenile Court Services; or
    - b. Not under juvenile court supervision but referred by SRO/School as a diversion from Juvenile Court Services or District Court, or as part of a School Justice Partnership agreement, if still attending school (includes High School equivalency programs) and consents to participate.
- H. Referral Source: Priority shall be given to referrals of juveniles, who have been adjudicated delinquent or undisciplined, or referred into the program, by Juvenile Court Services, followed by referrals from School Resource Officers, District Court, Local Education Agencies, and other juvenile serving agencies. Structured Day programs may accept referrals from local educational agencies based upon available space when there is a cooperative agreement between the Structured Day program and the local educational agency. District Court referrals for juveniles, who have not reached their eighteenth birthday, can be considered based on program capacity.

## **16.4 Referrals, Admissions and Terminations**

- A. Referrals: The program shall receive a NC DPS Juvenile Justice/JCPC Universal Referral Form when referred by Juvenile Court Services. Juvenile referred by other sources shall have a written referral form in their file that includes, at a minimum, information from the universal referral form. All programs shall:
  - 1. Enter client tracking admission data in NC ALLIES within seven (7) days of the admission decision;
  - 2. Contact the Juvenile Court Counselor regarding an admission status within five (5) business days when juveniles are referred by other referring agencies and having current or pending juvenile court involvement.
  - 3. Respond to referring agency regarding their admission decision within fifteen (15) business days of the referral; and

*Reference: 14B NCAC 11C.0403*

4. Complete a participation agreement prior to juveniles receiving program services that includes the specific needs of the juvenile. All elements of the participation agreement must be dictated by the specific needs of the juvenile. This agreement shall include, but is not limited to:
  - a. Name of the juvenile;
  - b. Name of the sponsoring agency and program name;
  - c. Program guidelines, requirements, and projected completion dates of the program;
  - d. Signed consent of parent(s)/legal guardian(s), juvenile and program staff for participation in the program;
  - e. Specific requirements of the parent(s)/legal guardian(s) and each family member, if applicable; and
  - f. Results of non-compliance with program guidelines.
5. Develop an Individual Plan of Care: the individual plan of care for this service type shall include the following elements:
  - a. Statement of the goal or the outcomes, or changes hoped to be accomplished;
  - b. The interventions and activities to be employed to achieve the goal
  - c. The duration, dosage and frequency of service;
  - d. Method and timetable for measuring/evaluating progress; and
  - e. Signature of the youth, parent/guardian and staff member.
- B. Terminations: Programs shall develop termination procedures, including a written termination form, and policies governing documentation of a juvenile's termination from the program.
  1. The termination form shall include:
    - a. Name of the sponsoring agency and program name;
    - b. Juvenile's name;
    - c. Activities, results and recommendations;
    - d. Last date of program contact;
    - e. Reason for termination which supports the reasons reported in NCALLIES;
    - f. *Names of persons and agencies receiving notice of a juvenile's termination; and*
    - g. Name of program staff person completing the documentation.
  2. At termination all programs shall:
    - a. Enter client tracking termination data in NCALLIES within seven (7) days of the termination decision;

- b. Complete a written termination within ten (10) business days for all juveniles terminated from the program and submit a copy to:
  - i. The parent(s)/legal guardian(s),
  - ii. Court Services, if applicable;
  - iii. The juvenile's file; and
  - iv. Other referring entities as appropriate.
- C. Prior to a juvenile being terminated for any reason other than Successful or Satisfactory Completion, the program shall review the case status with the referring agency prior to a final termination decision.

## **16.5 After Care Plan**

- A. The program shall refer the juvenile for on-going support and aftercare to an appropriate community resource as needs are identified. At a minimum, the program, juvenile, parent(s)/legal guardian(s), juvenile's Court Counselor, and/or other referring entity must be involved in the development and implementation of this plan prior to the termination of the juvenile from program services.

## **16.6 Staffing**

- A. Staff
  - 1. Qualifying experience: Staff, volunteers, or contract service providers delivering educational programming must have the appropriate experience and credentials for the services they provide or be supervised by a qualified professional.
  - 2. Educational Oversight and Collaboration: Programs should be staffed by a North Carolina certified teacher and provide a link between the Structured Day program and the juvenile's home school.
  - 3. Program Manager: Must possess at least one of the following credentials with direct service work experience with an agency serving at-risk youth:
    - a. A four (4) year degree in any field with at least two (2) years' experience; or  
*Note: A bachelor's degree in a Human Service or related field is preferred*
    - b. A two (2) year degree in any other field with at least four (4) years' experience; or
    - c. A high school diploma/GED with at least six (6) years' experience.

It is the responsibility of the Program Manager to:

- a. Ensure the program meets all appropriate standards and licensing requirements;
- b. Ensure case oversight and supervision is provided to full-time staff, part-time staff, volunteers, interns, and contractor(s);

- c. Maintain sufficient information to allow for the determination of program effectiveness;
  - d. Cooperate with DPS Area Consultant, or designee, and the JCPC during monitoring and evaluation activities; and
  - e. Complete all reporting requirements as established by DPS.
4. Program Staff: Must have at least an associate degree in a Human Services related field, or a high school diploma with at least one (1) year of Human Service experience.
  5. Volunteer Program Staff: All volunteers providing direct services must have at least one (1) year of experience working with at-risk youth. Programs may use professional or community volunteers to assist or augment services provided by paid staff. The program shall:
    - a. Develop a job description for all volunteer positions;
    - b. Ensure the sponsoring agency's volunteer application is on file such as the Program Volunteer Application Template (Form JCPC/EA 001) for each volunteer. Three (3) references must be provided, contacted, and documented on the completed form;
    - c. Screen each applicant and determine that the volunteer possesses credentials/skills/experience commensurate to the requirements of the job description;
    - d. Require adult volunteers involved in direct supervision, to have on file documentation of a criminal background check (see policy 2.8, A., 4) and additionally, when providing transportation of juveniles, to have on file documentation of a:
      - i. Valid driver's license (a copy must be annually updated and on file); and
      - ii. Safe driving record check.

## **16.7 Staff and Volunteer Orientation and Training**

- A. Each program shall develop a training and professional development plan for all staff and volunteers that meets the requirements unique to their program type and service being delivered. At a minimum, the plan shall include the following:
  1. Job appropriate orientation and training within thirty (30) days of employment/ volunteering to include policies, procedures, rules and regulations of the program and DPS JCPC policies. Written documentation of the program orientation and training on policies must be available to the JCPC and/or DPS upon request.
  2. Programs must offer training opportunities (i.e., internal, in-person and/ or online) that will lead to continued personal and professional development.
  3. Volunteers shall complete pre-service training specific to the program type prior to direct service delivery to juveniles.



4. Direct service staff shall participate annually in at least twelve (12) hours of training in an area related to the service type provided, including at a minimum, basic interaction skills relating to juveniles.



## 17 Residential Programs: Residential Services Programs

### 17.1 Purpose

To establish minimum standards for the design, implementation, and operation of Residential Services.

### 17.2 Policy Statement

Residential Services programs that provide group home services, temporary shelter services, temporary or specialized foster care, or runaway shelter services shall develop program guidelines governing, at a minimum, program operations, target population, referral, admission and terminations procedures, staff requirements including training and after hours' back-up for specialized foster care parents.

### 17.3 Requirements

- A. Services Provided: All Residential Services programs shall provide twenty-four (24) hours of service daily, meet all appropriate licensure requirements, and maintain an individual plan of care for each juvenile.
- B. Availability of Services
  1. Temporary Shelter Services, (emergency and runaway shelters) shall comply with licensure standards for each program type relative to admissions and shall maintain a policy of emergency placement on a twenty-four (24) hour-a-day basis.
  2. For other Residential Services programs, placements shall be made in accordance with the program's license, consent for placement, and policies and procedures.
- C. Dosage and Duration: The maximum length of stay for any Residential Services program shall be determined by the program's license. Within the parameters of the license, the actual dosage and duration shall be specified by the juvenile's individual plan of care. Residential Services must be designed to meet the contact hours and length of stay specified for the SPEP primary service type or the contact hours and length of stay specified for the program service type. Refer to Appendix B Dosage Parameters Crosswalk for JCPC SPEP Service Types.
- D. Capacity and Juvenile to Staff Ratio: No more than two (2) juveniles shall be placed in a specialized foster home. The juvenile capacity in other Residential Services programs shall be limited to the number allowed per license as determined by the licensing agency. The program should consider the risk level and needs of juveniles receiving services in determining juvenile to staff ratio.
- E. Target Population: Programs may admit and serve juveniles that are:
  1. Between the ages of six (6) and seventeen (17), either a vulnerable juvenile or an adjudicated delinquent or undisciplined juvenile, juveniles under diversion contracts or plans, and/or juveniles at-risk of delinquent behavior or otherwise under jurisdiction of and referred by juvenile court; or



2. Eighteen years of age or older, under the following conditions:
  - a. On probation or otherwise under supervision of juvenile court; or
  - b. Not under juvenile court supervision but referred by SRO/School as a diversion from Juvenile or District Court, or as part of a School Justice Partnership agreement, if still attending school (includes High School equivalency programs) and consents to participate.

*Note: Compliance with the Target Population standard shall be proportionate to the amount of DPS JCPC funds and required match provided as part of the total budget of any Residential Services program.*

- F. Referral Source: Priority shall be given to referrals from juvenile court. District Court referrals for juveniles, who have not reached their eighteenth birthday, can be considered based on program capacity.
- G. Right to Participate in Religious Activities: Programs shall provide opportunities for juveniles to participate in religious/spiritual services and other religious/spiritual activities within the framework of their individual and family interest and clinical status, at the request of the parent/legal guardian or juvenile. If the practice presents a health or safety risk, the program may deny the request.

#### **17.4 Referrals, Admissions, and Terminations**

- A. Referrals: Programs shall receive a NC DPS Juvenile Justice/JCPC Universal Referral Form when referred by Court Services. Juveniles referred by other sources shall have a written referral form in their file that includes, at a minimum, information from the universal referral form. The referral form shall indicate the reason for referral and the concern(s) to be addressed and, provide other information as needed by the program to facilitate screening and admission decisions.
- B. Admission: To maintain consistency in service delivery, each Residential Services program shall establish admission procedures and document those procedures in the program agreement and in policies. Admission procedures must comply with state licensure standards for the particular service type provided. Placements shall be limited to juveniles whose behavioral and emotional needs may be adequately met by the Residential Service.
  1. At the time of admission, programs must have defined intake procedures to ensure that information about current health concerns, behavioral concerns, and medication is obtained and that medications with the juvenile or accompanying adult are received and secured.
  2. Juveniles admitted to a Residential Services program, other than runaway or emergency shelters, must have within thirty (30) days of admission, a written individual plan of care that addresses the behavioral and academic needs of the juvenile. This plan must be developed and updated in accordance with the provisions of the minimum standards for a particular license. Where the license for a particular program service type demands a specific schedule for obtaining this

information, or where more information is required for a particular type of license, that minimum requirement shall supersede this standard; under no circumstances shall less be required for a juvenile's confidential file.

- C. The individual plan of care must address, at a minimum, the following elements:
1. Type of service(s) that will be provided or coordinated by program staff;
  2. Frequency of program services or other coordinated service(s);
  3. Anticipated length of stay;
  4. Any other human service needed by the juvenile and/or family with recommendations on how best to provide or coordinate those services;
  5. Any other support service recommended as part of the overall individual plan of care;
    - a. Specific, measurable behavior changes that will result from the effective implementation of the individual plan of care;
    - b. Provision for reviewing and amending all aspects of the individual plan of care in accordance with licensure requirements;
    - c. Specific mention of all family members and other professionals who participated in the development of the individual plan of care; and
    - d. Provision for working with the family, when applicable.
- D. Admission criteria shall cover age and gender appropriateness, the primary reasons for which juveniles are considered for admission and any applicable admission restrictions. All programs shall:
1. Enter client tracking admission data in NCALLIES within seven (7) days of the admission decision,
  2. Respond to referring agency regarding their admission decision within fifteen (15) business days of the referral; and  
*Reference: 14B NCAC 11C.0403*
  3. Complete a participation agreement prior to juveniles receiving program services that includes, the specific needs of the juvenile. All elements of the participation agreement must be dictated by the specific needs of the juvenile. This agreement shall include, but not limited to:
    - a. Name of juvenile;
    - b. Name of the sponsoring agency and program name;
    - c. Program guidelines, requirements, and projected completion dates of the program;
    - d. Signed consent of parent(s)/legal guardian(s), juvenile and program staff for participation in the program;

- e. Specific requirements of the parent(s)/legal guardian(s) and each family member, (if applicable); and
  - f. Results of any non-compliance with program guidelines.
- E. Terminations: Programs shall develop termination procedures, including a written termination form, and policies governing documentation of a juvenile's termination from the program.
- 1. The termination form shall include:
    - a. Name of the sponsoring agency and program name;
    - b. Juvenile's name;
    - c. Activities, results and recommendations;
    - d. Last date of program contact;
    - e. Reason for termination which supports the reasons reported in NCALLIES;
    - f. Names of persons and agencies receiving notice of a juvenile's termination; and
    - g. Name of program staff person completing the documentation.
  - 2. At termination all programs shall:
    - a. Enter client tracking termination data in NCALLIES within seven (7) days of the termination decision;
    - b. Complete a written termination within ten (10) business days for all juveniles terminated from the program and submit a copy to:
      - i. The parent(s)/legal guardian(s),
      - ii. Court Services, if applicable;
      - iii. The juvenile's file; and
      - iv. Other referring entities as appropriate.
  - 3. Prior to a juvenile being terminated for any reason other than Successful or Satisfactory Completion, the program shall review the case status with the referring agency prior to a final termination decision.

## **17.5 After Care Plan**

- A. The program shall refer the juvenile for on-going support and aftercare to an appropriate community resource as needs are identified. At a minimum, the program, juvenile, parent(s)/legal guardian(s), juvenile's Court Counselor, and/or other referring entity must be involved in the development and implementation of this plan prior to the termination of the juvenile.

## 17.6 Staffing

### A. Staff

1. Program Manager: Must possess at least one of the following credentials with direct service work experience with an agency serving at-risk youth:
  - a. A four (4) year degree in any field with at least two (2) years' experience; or  
*Note: A bachelor's degree in a Human Service or related field is preferred*
  - b. A two (2) year degree in any other field with at least four (4) years' experience; or
  - c. A high school diploma/GED with at least six (6) years' experience.

It is the responsibility of the Program Manager to:

- a. Ensure the program meets all appropriate standards and licensing requirements;
  - b. Ensure case oversight and supervision is provided to full-time staff, part-time staff, volunteers, interns, and contractor(s);
  - c. Maintain sufficient information to allow for the determination of program effectiveness;
  - d. Cooperate with DPS Area Consultant, or designee, and JCPC during monitoring and evaluation activities; and
  - e. Complete all reporting requirements as established by DPS.
2. Program Staff: Must have at least an associate degree in a Human Services related field, or a high school diploma with at least one (1) year of Human Service experience.
  3. Volunteer Program Staff: All volunteers providing direct services must have at least one (1) year of experience working with at-risk youth. Programs may use professional or community volunteers to assist or augment services provided by paid staff. The program shall:
    - a. Develop a job description for all volunteer positions;
    - b. Ensure the sponsoring agency's volunteer application is on file such as the *Program Volunteer Application Template (Form JCPC/EA 001)* for each volunteer. Three (3) references must be provided, contacted, and documented on the completed form;
    - c. Screen each applicant and determine that the volunteer possesses credentials/skills/experience commensurate with the requirements of the job description;
    - d. Not use volunteers in Residential Programs to provide primary supervision of juveniles in the program;

- e. Require adult volunteers, involved in direct supervision, to have on file documentation of a criminal background check (see policy 2.8, A., 4) and additionally, when providing transportation of juveniles, to have on file documentation of a:
  - i. Valid driver's license (a copy must be annually updated and on file); and
  - ii. Safe driving record check.

## **17.7 Staff and Volunteer Orientation and Training**

- A. Each program shall develop a training and development plan for all staff and volunteers that meets the requirements unique to their program type and service being delivered. At a minimum, the plan shall include the following:
  - 1. Job appropriate orientation and training within thirty (30) days of employment/volunteering to include policies, procedures, rules, and regulations of the program and DPS JCPC policies. Written documentation of the program orientation and training on policies must be available to the JCPC and DPS upon request.
  - 2. Programs must offer training opportunities (i.e., internal, in-person and/or online) that will lead to continued personal and professional development.
  - 3. Volunteers shall complete pre-service training specific to the program type prior to direct service delivery to juveniles.
  - 4. Programs providing treatment services shall employ staff who are eligible by degree or credential to provide such treatment, or who receive clinical supervision by someone who is eligible to provide such treatment. All professional and volunteer staff members who lead program activities that require special skills or certification must be trained in the skills necessary for each particular activity.
  - 5. Direct service staff shall participate annually in at least twelve (12) hours of training in an area related to the service type provided, including at a minimum, basic interaction skills relating to juveniles.
  - 6. Persons identified as foster parents, or a specialized foster care program must be recruited, screened, and trained. Specialized foster care programs shall provide after-hours access to a social worker or mental health worker for the benefit of the foster parents and foster children. A formal, structured training program shall be provided, consistent with the treatment model being implemented and in addition to training afforded as part of licensure requirements, consisting of a minimum of sixteen (16) hours annually. Training shall include, at a minimum:
    - a. Child development;
    - b. Psychiatric diagnoses as related to childhood disorders;
    - c. Family preservation;

- d. Impact of a foster child's placement on the foster family, particularly their children;
  - e. Parent effectiveness training;
  - f. Conflict resolution and anger management;
  - g. Behavior management skills; and
  - h. Communication skills training.
- B. Continuing Training for Specialized Foster Care Parents: As part of the annual application for funds, specialized foster care programs must submit a schedule to the DPS Area Office assigned to that county for foster parent continuing training. The annual schedule must include:
- 1. Name of the trainer(s);
  - 2. The date(s) on which the training will occur;
  - 3. Name(s) of participant(s); and
  - 4. The specific knowledge and skills to be emphasized at each scheduled training.
- C. Specific staff responsible for recruiting, licensing, and arranging for initial and continuation training of specialized foster parents shall be identified in the program agreement.
- D. Where other licensing agencies have adopted more restrictive standards, the most restrictive standard and/or policy shall take precedence.

## 17.8 Group Home Staff Maintaining a Separate Residence

**Note: This is a Critical Standard and applies to all DPS JCPC and Community Programs Section funded programs**

- A. Staff that maintains a separate residence on the premises of a group home, for use when off duty, shall not use or possess alcoholic beverages or controlled substances while on the premises of the group home.
- B. Staff shall not allow juveniles that are currently residing at a group home to visit the private residence of any staff member or volunteer, while on-duty or off-duty, under any circumstances.

## 17.9 Group Home Staff Residing in The Group Home

**Note: This is a Critical Standard and applies to all DPS JCPC and Community Programs Section funded programs.**

- A. Staff whose only residence is in the group home shall not use or possess alcoholic beverages or controlled substances on the premises of the group home.
- B. Staff shall not allow juveniles that are currently residing at a group home to visit the staff member's personal quarters under any circumstances, while on-duty or off-duty.





## 17.10 Safety Concern

***Note: This is a Critical Standard and applies to all DPS JCPC and Community Programs Section funded programs.***

- A. All residential programs shall comply with all state and federal licensure requirements.

## **18 Restorative Programs: Mediation/Conflict Resolution and Other Restorative Justice Programs**

### **18.1 Purpose**

To establish minimum standards for the design, implementation, and operation of Mediation and other Restorative Justice funded programs.

### **18.2 Policy Statement**

Mediation/Conflict Resolution and other Restorative Justice programs shall provide opportunities for youth experiencing conflict, including those who caused harm, to understand the impact of their behavior. Programs shall develop program guidelines governing, at a minimum, program operations, target population, referrals, admissions and terminations processes and staff and volunteer training requirements.

### **18.3 Requirements**

#### **A. Programming Options:**

1. **Mediation:** A private, informal meeting between youth and peers or family members, school administrators and/or other community members to resolve disputes or engage in restorative dialogue facilitated by a neutral third party. During mediation, youth are encouraged to communicate their concerns, listen to the other people's concerns, identify needs and interests, offer solutions, and negotiate an agreement. The process provides youth an opportunity to learn communication skills, problem-solving skills, self-advocacy, and empathy.
2. **Truancy Mediation:** A private, informal meeting between youth, parent(s), school representatives and others to discuss and address school attendance issues, including the impacts on everyone affected, with the goal of developing a mutually agreeable plan to address the truancy issues. Truancy is often an indicator of other problems the youth might be having at home or school and is often a precursor to future undisciplined and delinquent behavior.
3. **Victim-Youth Conferencing:** A structured meeting between youth who committed an offense (caused harm) and victim(s) of the offense (those who were harmed). During the conference, youth hear the impact of their behavior on others. By participating in a conference, the youth faces the full human impact of the harm done and hears firsthand the depth of the impact experienced by those most affected and can take responsibility for their actions, and work with the victim and other participants to develop a reparation agreement to repair the harm. The reparation agreement may include restitution, community service, and apology, as well as services to address needs of the youth that may have contributed to the behavior. Family, friends, and community members sometimes attend the conference. The process provides youth an opportunity to learn communication

- skills, problem-solving skills, self-advocacy, and empathy, as well as an opportunity to make things right and earn a positive place in the community.
4. **Family Group Conferencing:** A family-centered meeting to build partnerships within and around families to protect and support youth and other family members and advance their well-being. Agencies and community groups collaborate around critical family issues such as delinquency, runaway, placement, and re-entry, to develop a plan to address these issue(s). The process is designed to create a forum in which families have a meaningful voice; emphasis is given to preparing family group members and professionals, weighting conference participation toward the family, respecting the culture of the family, and ensuring timely approval and implementation of agreed-upon plans. This may include group homes, foster care homes or other non-traditional homes.
  5. **Responsive Circles:** A structured group meeting led by a trained facilitator to process and respond to a conflict or incident which has resulted in disruption or harm, such as violation of a policy, rule, or law. The circle process brings together those impacted who wish to engage in pro-active relationship-building, conflict resolution, and other activities in which honest communications, relationship development, and community building are core desired outcomes. Rather than merely impose a consequence to the wrongdoer, or engage in assertive discipline, Responsive Circles provide everyone with a turn to speak and result in a deeper understanding of the hurt or incident and what an appropriate path forward should be. Circles reinforce social skills in youth, such as courtesy, mutual respect, listening and speaking skills, and empathy.
- B. **Dosage and Duration:** Mediation programs must be designed to meet the contact hours and length of stay specified for the SPEP primary service type or the contact hours and length of stay specified for the program service type. Refer to Appendix B Dosage Parameters Crosswalk for JCPC SPEP Service Types.
- C. **Capacity and Juvenile to Staff Ratio:** The program should consider the risk level and needs of juveniles receiving services in determining the number of juveniles assigned to groups and the juvenile to staff ratio.
- D. **Target Population:** Programs may admit and serve juveniles that are:
1. Between the ages of six (6) and seventeen (17), either a vulnerable juvenile or a youth in need of services to address a conflict, an adjudicated delinquent or undisciplined juvenile, juveniles under diversion contracts or plans, and/or juveniles at-risk for delinquency, or otherwise under jurisdiction of and referred by Juvenile Court Services; or
  2. Eighteen years of age or older, under the following conditions:
    - a. On probation or otherwise under supervision of juvenile court; or
    - b. Not under juvenile court supervision but referred by SRO/School as a diversion from Juvenile or District Court, or as part of a School Justice Partnership

agreement, if still attending school (includes High School equivalency programs) and consents to participate.

- E. Referral Source: Priority shall be given to juveniles referred by juvenile court. District Court referrals for juveniles, who have not reached their eighteenth birthday, can be considered based on program capacity.

#### **18.4 Referrals, Admissions, and Terminations**

- A. Referrals: The program shall receive a NC DPS Juvenile Justice/JCPC Universal Referral Form when referred by Court Services. Juveniles referred by other sources shall have a written referral form in their file that includes, at a minimum, information from the universal referral form. The referral form shall indicate the reason for referral and the concern(s) to be addressed and provide other information as needed by the program to facilitate screening and admission decisions. The program must schedule initial appointment with the juvenile's parent(s)/legal guardian within ten (10) business days of receiving a referral.
- B. Admissions: Family participation shall be required if decided by the program during the intake process or ordered by the court. The initial telephone, written, or face-to-face contact with the juvenile and written response of admission to the program must be made within ten (10) business days of receiving the referral. programs shall:
  - 1. Enter client tracking admission data in NCALLIES within seven (7) days of the admission decision,
  - 2. Develop admission criteria covering age and gender appropriateness, the primary reasons for which juveniles are considered for admission and any applicable admission restriction(s).
- C. All programs shall complete a participation agreement prior to juveniles receiving program services that includes the specific needs of the juvenile. (Oral consent is permissible and must be documented in the juvenile's file). All elements of the agreement should be dictated by the specific needs of the juvenile. This agreement shall include:
  - 1. Name of the sponsoring agency and program name;
  - 2. Program guidelines, requirements, and projected completion dates of the program;
  - 3. Signed consent of parent(s)/legal guardian(s), juvenile and program staff for participation in the program;
  - 4. Specific requirements of the parent(s)/legal guardian(s) and each family member (if applicable); and
  - 5. Results of any non-compliance with program guidelines.
- D. Develop an Individual Plan of Care: The individual plan of care for this service type shall include the following elements:
  - 1. A statement of the goal or the outcomes, or changes hoped to be accomplished;

2. The interventions and activities to be employed to achieve the goal, desired outcomes or changes;
3. The duration, dosage, and frequency of service;
4. Method and timetable for measuring/evaluating progress; and
5. Signature of the youth, parent/guardian, staff member.

*Note: For this service type these elements may be incorporated into the participation agreement instead of a separate document.*

E. Terminations: Programs shall develop termination procedures, including a written termination form, and policies governing documentation of a juvenile's termination from the program.

1. The termination form shall include:
  - a. Name of the sponsoring agency and program name;
  - b. Juvenile's name;
  - c. Activities, results and recommendations;
  - d. Last date of program contact;
  - e. Reason for termination which supports the reasons reported in NCALLIES;
  - f. Names of persons and agencies receiving notice of a juvenile's termination; and
  - g. Name of program staff person completing the documentation.
2. At termination all programs shall:
  - a. Enter client tracking termination data in NCALLIES within seven (7) days of the termination decision;
  - b. Complete a written termination within ten (10) business days for all juveniles terminated from the program and submit a copy to:
    - i. The parent(s)/legal guardian(s),
    - ii. Court Services, if applicable;
    - iii. The juvenile's file; and
    - iv. Other referring entities as appropriate.
3. Prior to a juvenile being terminated for any reason other than Successful or Satisfactory Completion, the program shall review the case status with the referring agency prior to a final termination decision.

## **18.5 Staffing**

- A. Staff

1. Program Manager: Must possess at least one of the following credentials with direct service work experience with an agency serving at-risk youth:
  - a. A four (4) year degree in any field with at least two (2) years' experience; or  
*Note: A bachelor's degree in a Human Service or related field is preferred*
  - b. A two (2) year degree in any other field with at least four (4) years' experience; or
  - c. A high school diploma/GED with at least six (6) years' experience.

It is the responsibility of the Program Manager to:

- a. Ensure the program meets all appropriate standards and licensing requirements;
  - b. Ensure case oversight and supervision is provided to full-time staff, part-time staff, volunteers, interns, and contractor(s);
  - c. Maintain sufficient information to allow for the determination of program effectiveness;
  - d. Cooperate with DPS Area Consultant, or designee, JCPC during monitoring and evaluation activities; and
  - e. Complete all reporting requirements as established by DPS.
2. Program Staff: Must have at least an associate degree in a Human Services related field, or a high school diploma with at least one (1) year of Human Service experience.
  3. Volunteer Program Staff: All volunteers providing direct services must have at least one (1) year of experience working with at-risk youth. Programs may use professional or community volunteers to assist or augment services provided by paid staff. The program shall:
    - a. Develop a job description for all volunteer positions;
    - b. Ensure the sponsoring agency's volunteer application is on file such as the *Program Volunteer Application Template (Form JCPC/EA 001)* for each volunteer. Three (3) references must be provided, contacted, and documented on the completed form;
    - c. Screen each applicant and determine that the volunteer possesses credentials/skills/experience commensurate to the requirements of the job description; and
    - d. Require adult volunteers, involved in direct supervision, to have on file documentation of a criminal background check (see policy 2.8, A., 4) and additionally, when providing transportation of juveniles, to have on file documentation of a:
      - i. Valid driver's license (a copy must be annually updated and on file); and



- ii. Safe driving record check.

## **18.6 Staff and Volunteer Orientation and Training**

- A. Each program shall develop a training and development plan for all staff and volunteers that meets the requirements unique to their program type and service being delivered. At a minimum, the plan shall include the following:
  - 1. Job appropriate orientation and training within thirty (30) days of employment/volunteering to include policies, procedures, rules, and regulations of the program and DPS JCPC and Community Programs Section Funded Programs Minimum Standards. Written documentation of the program orientation and training on policies must be available to the JCPC/DPS upon request.
  - 2. Programs must offer training opportunities (i.e., internal, in-person and/or online) that will lead to continued personal and professional development.
  - 3. Volunteers shall complete pre-service training specific to the program type prior to direct service delivery to juveniles.
  - 4. Direct service staff shall participate annually in at least twelve (12) hours of training in an area related to the service type provided, including at a minimum, basic interaction skills relating to juveniles.



## 19 Restorative Programs: Restitution

### 19.1 Purpose

To establish minimum standards for the design, implementation, and operation of Restitution and Community Service programs.

### 19.2 Policy Statement

Programs shall develop program guidelines governing, at a minimum, program operations, target population, referrals, admissions and termination processes and staff and volunteer training requirements.

### 19.3 Requirements

#### A. Services Provided

1. Monetary Restitution and Community Service programs shall provide opportunities for juveniles to be accountable for their actions to the community and/or to victim(s) through performing supervised community service work and/or a monetary payment within the timeline stipulated by the referring agency.
2. The juvenile's age, skill, and ability must be considered when making a community service assignment. The court may determine the amount, term, and condition for the restitution or community service. If the court also finds a companion(s) responsible, all participants should be jointly and separately responsible for payment(s) of restitution.

#### B. Dosage and Duration: Restitution Community Service programs must meet the contact hours and length of stay specified for the SPEP primary service type or the contact hours and length of stay specified for the program service type. Refer to Appendix B Dosage Parameters Crosswalk for JCPC SPEP Service Types.

#### C. Capacity and Juvenile to Staff Ratio: A maximum of six (6) juveniles shall be assigned to one (1) appropriately trained staff or volunteer during any work activity. The program should consider the risk level and needs of juveniles receiving services in determining the number of juveniles assigned to groups and the juvenile to staff ratio.

#### D. Monetary Restitution and Community Service Parameters

##### 1. Juvenile Court Services Referred:

- a. Restitution totals and community service hours shall reflect the dispositional chart recommendation that designates the appropriate restitution and community service for Level I or Level II. Court Counselor staff will make the determination of the level for each juvenile referred by applying the dispositional chart and indicating that level on the referral form. This chart shall be referenced to determine the appropriate recommendation to the Court or to respond to a recommendation from the supervising Court Counselor for community service and/or restitution.



LEVEL I COMMUNITY	LEVEL II INTERMEDIATE
<ul style="list-style-type: none"> <li>• Community service up to 100 hours</li> <li>• Restitution up to \$500.00</li> </ul>	<ul style="list-style-type: none"> <li>• Community service between 100-200 hours</li> <li>• Restitution more than \$500.00</li> </ul>

E. Juvenile Court Services Diverted, Teen Court, Mediation and Law Enforcement Referred

1. **Juvenile Court Services Diverted and Teen Court Referred:**

- a. Community Service: Shall not exceed twenty (20) hours of community service; and
- b. Restitution: Shall not exceed \$300. These totals should not restrict or dictate the decision for a juvenile to be referred if a monetary loss exceeds this amount. Totals that exceed the restitution amounts may be addressed between the parent(s)/legal guardian(s) and the victim(s).

Teen Court Referrals	Juvenile Court Diverted Referrals
<ul style="list-style-type: none"> <li>• Community service up to 20 hours</li> <li>• Restitution up to \$300.00</li> </ul>	<ul style="list-style-type: none"> <li>• Community service up to 20 hours</li> <li>• Restitution up to \$300.00</li> </ul>

2. **Law Enforcement and Mediation/Conflict Resolution Program Referred:**

- a. Shall not exceed twenty (20) hours of community service; and
- b. Shall not include restitution.

F. Supervision of Juveniles: Juveniles must be supervised at all times including those engaged in community service work. An appropriately trained program staff member/volunteer, or an employee/volunteer of worksite approved by the restitution community service program must be present to provide assignment instructions, document hours completed, and demonstrate appropriate role modeling and work ethics.

G. Community Service Worksites: Eligible worksites include State, Federal, City, County Government, non-profit agencies and/or other worksites, including for-profits, deemed appropriate for the benefit of the juvenile and the general community.

H. Community Service Worksite Agreement: Agencies in the community providing community service worksite opportunities for restitution/community service programs must sign a *Community Service Worksite Agreement (Form JCPC/WA 002)* with the restitution/community service program in order to be a community service worksite. The agreement outlines program and worksite responsibilities including the name of the worksite, location, type of business, a contact person(s) and telephone number(s), the name(s) of the staff and/or volunteer(s) that will provide supervision to juveniles

performing community service and work assignments for juveniles. Funded programs must have current, signed worksite agreements on file upon request by the JCPC or DPS.

*Note: This does not apply to worksites when the restitution/community service program is providing direct supervision for juveniles.*

- I. Community Service Worksite Inspection: Programs must conduct an inspection every six (6) months with all community service worksites that have a signed *Community Service Worksite Agreement (Form JCPC/WA 002)*, using the *Community Service Worksite Inspection Form (Form JCPC/WR 001)*. Worksite inspections include an assessment of safety concerns within and outside the worksite and any changes involving staff/volunteer and/or work assignments for juveniles since the worksite agreement was signed.

1. If at any time a worksite does not qualify as a safe working environment, the juvenile(s) assigned to that worksite must be reassigned to another worksite immediately and the worksite under inspection must be removed from the program's list of worksite options. The restitution/community service manager or designee shall determine if the worksite can be approved for future community service assignments. DPS JCPC-funded programs must have current inspection forms on file and provide upon request by the JCPC or DPS.

*Note: This does not apply to worksites when the restitution/community service program is providing direct supervision for juveniles.*

- J. Target Population: Programs may admit and serve juveniles that are:

1. Between the ages of six (6) and seventeen (17), either a vulnerable juvenile or a youth in need of completing community service and/or earning restitution as part of a court order, teen court sanction, law enforcement diverted or mediation referral; or otherwise under jurisdiction of and referred by Juvenile Court Services as adjudicated delinquent or undisciplined or under diversion contracts or plans; or
2. Eighteen years of age or older, under the following conditions:
  - a. On probation or otherwise under supervision of Juvenile Court Services; or
  - b. Not under juvenile court supervision but referred by SRO/School as a diversion from Juvenile Court Services or District Court, or as part of a School Justice Partnership agreement, if still attending school and consents to participate.

- K. Referral Source: Priority shall be given to referrals from juvenile court that are adjudicated delinquent, undisciplined or under diversion contracts or plans. Teen Court Programs may refer youth who are required to perform community service or pay restitution. Juveniles may also be referred by Mediation Programs and Law Enforcement (community service hours only). District Court referrals for juveniles who have not reached their eighteenth birthday can be considered based on program capacity.

## 19.4 Referrals, Admissions, and Terminations

- A. Referrals: The program shall receive a NC DPS Juvenile Justice/JCPC Universal Referral Form when referred by Court Services. Juveniles referred by other sources shall have a written referral form in their file that includes, at a minimum, information from the universal referral form.
1. The written referral form shall:
    - a. Include verification of the 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 (the requirement of a court order does not apply to Teen Court referrals) to participate in the program;
    - b. Indicate the reason for referral and the concern(s) to be addressed and provide other information as needed by the program to facilitate screening and admission decisions;
    - c. Provide information to designate the appropriate dispositional level (Level I or Level II) determined by Court Counselor staff using the dispositional chart, when applicable;
  2. Programs shall:
    - a. Schedule initial appointment with the juvenile and the juvenile's parent(s)/legal guardian(s) within fifteen (15) business days of receiving the referral; and
    - b. Make contact, if applicable, with the victim(s) within thirty (30) days of receiving the referral to review information regarding any monetary loss unless the referring agency made contact prior to the referral. If contact has been made prior to the referral and there is no loss to report, program staff must document that information in the juvenile's file. If the referring agency received written documentation of a loss, program staff must receive a copy of that information for the juvenile's file.
- B. Admission: The timeline between the date of referral and admission into the program shall not exceed thirty (30) days. Programs shall develop admission criteria covering age and gender appropriateness and the primary reasons for which juveniles are considered for admission. Admission criteria should address any applicable restrictions related to the juvenile's age, developmental disabilities, or behavioral concerns. DPS JCPC-funded programs shall:
1. Enter client tracking admission data in NCALLIES within seven (7) days of the admission decision;
  2. Contact the juvenile and the juvenile's parent(s)/legal guardian(s) within ten (10) business days of receiving the referral to schedule an appointment to discuss the restitution and/or community service that was ordered;
  3. Respond to referring agency regarding their admission decision within fifteen (15) business days of the referral;

*Reference: 14B NCAC 11C.0403*

4. Complete a participation agreement prior to juveniles receiving program services that includes, the specific needs of the juvenile. All elements of the participation agreement must be dictated by the specific needs of the juvenile. The participation agreement shall include, but is not limited to:
  - a. Name of the sponsoring agency and program name;
  - b. Program guidelines, requirements, and projected completion dates of the program;
  - c. Signed consent of parent(s)/legal guardian(s), juvenile and program staff for participation in the program;
  - d. Specific requirements of the parent(s)/legal guardian(s) and each family member, (if applicable); and
  - e. Results of any non-compliance with program guidelines.
- C. Individual Plan of Care: Documentation from the referral source of the required community service hours and/or restitution, serves as the individual plan of care.
- D. Terminations: Programs shall develop termination procedures, including a written termination form, and policies governing documentation of a juvenile's termination from the program.
  1. The termination form shall include:
    - a. Name of the sponsoring agency and program name;
    - b. Juvenile's name;
    - c. Activities, results and recommendations;
    - d. Last date of program contact;
    - e. Reason for termination which supports the reasons reported in NCALLIES;
    - f. Names of persons and agencies receiving notice of a juvenile's termination; and
    - g. Name of program staff person completing the documentation.
  2. At termination all programs shall:
    - a. Enter client tracking termination data in NCALLIES within seven (7) days of the termination decision;
    - b. Complete a written termination within ten (10) business days for all juveniles terminated from the program and submit a copy to:
      - i. The parent(s)/legal guardian(s),
      - ii. Court Services, if applicable;
      - iii. The juvenile's file; and

- iv. Other referring entities as appropriate.
3. Prior to a juvenile being terminated for any reason other than Successful or Satisfactory Completion, the program shall review the case status with the referring agency prior to a final termination decision.

## 19.5 After Care Plan

- A. The program shall refer the juvenile for on-going support and aftercare to an appropriate community resource as needs are identified. At a minimum, the program, juvenile, parent(s)/legal guardian(s), juvenile's Court Counselor, and/or other referring entity must be involved in the development and implementation of this plan prior to the termination of the juvenile from program services.

## 19.6 Staffing

### A. Staff

1. Program Manager: Must possess at least one of the following credentials with direct service work experience with an agency serving at-risk youth:
  - a. A four (4) year degree in any field with at least two (2) years' experience; or  
*Note: A bachelor's degree in a Human Service or related field is preferred*
  - b. A two (2) year degree in any other field with at least four (4) years' experience; or
  - c. A high school diploma/GED with at least six (6) years' experience.It is the responsibility of the Program Manager to:
  - a. Ensure the program meets all appropriate standards and licensing requirements;
  - b. Maintain sufficient information to allow for the determination of program effectiveness;
  - c. Cooperate with DPS Area Consultant, or designee, and JCPC during monitoring and evaluation activities; and
  - d. Complete all reporting requirements as established by DPS.
2. Program Staff: Must have at least an associate degree in a Human Services related field, or a high school diploma with at least one (1) year of Human Service experience.
3. Volunteer Program Staff: All volunteers providing direct services to the DPS JCPC-funded program must have at least one (1) year of experience working with at-risk youth. Programs may use professional or community volunteers to assist or augment services provided by paid staff. The program shall:
  - a. Develop a job description for all volunteer positions;

- b. Ensure the *Program Volunteer Application Template (Form JCPC/EA 001)* is on file for each volunteer. Three (3) references must be provided, contacted, and documented on the completed form.
- c. Screen each applicant and determine that the volunteer possesses credentials/skills/experience commensurate with the requirements of the job description; and
- d. Require adult volunteers, involved in direct supervision, to have on file documentation of a criminal background check (see policy 2.8, A., 4) and additionally, when providing transportation of juveniles, to have on file documentation of a:
  - i. Valid driver's license (a copy must be annually updated and on file); and
  - ii. Safe driving record check.

## **19.7 Staff and Volunteer Orientation and Training**

- A. Programs shall develop a training and development plan for all staff and volunteers that meets the requirements unique to their program type and service being delivered. At a minimum, the plan shall include the following:
  - 1. Job appropriate orientation and training within thirty (30) days of employment/volunteering to include policies, procedures, rules and regulations of the program and DPS JCPC and Community Programs Section Funded Programs Minimum Standards that are appropriate to the job description. Written documentation of the program orientation and policy training must be available to the JCPC and/or DPS upon request.
  - 2. Programs must offer training opportunities (i.e., internal, in-person and/or online) that will lead to continued personal and professional development.
  - 3. Volunteers shall complete pre-service training specific to the program type prior to direct service delivery to juveniles.
  - 4. Direct service staff shall participate annually in at least twelve (12) hours of training in an area related to the service type provided, including at a minimum, basic interaction skills relating to juveniles.
  - 5. All staff and volunteers of the program or worksite recipient agency who directly supervise juveniles assigned to the program must:
    - a. Be oriented to the goals, objectives, and philosophy of the program and of community service work, by program staff; and
    - b. Be appropriately trained, by the recipient agency, in the necessary skills for each particular work activity.



## 20 Restorative Programs: Teen Court and Other Restorative Justice Programs

### 20.1 Purpose

To establish minimum standards for the design, implementation, and operation of Teen Court and other Restorative Justice programs.

### 20.2 Policy Statement

Teen Court programs shall operate as community resources for the diversion of juveniles pursuant to statute (N.C.G.S. § 7B-1706). Teen Court programs shall develop program guidelines governing, at a minimum, program operations, target population, referrals, admissions and termination processes, and staff and volunteer training requirements.

### 20.3 Requirements

#### A. Programming Options

##### 1. Teen Court Model

###### a. Tried by a jury of their peers which shall:

- i. Assign the juvenile to rehabilitative measure(s) or sanction, which may include: jury duties, life skills, anger management, curfew, and/or restitution/community service; and
- ii. Document this information on a jury deliberation form.

###### b. Teen Court programs may operate as a resource to school resource officers to handle problems that develop at school but have not been turned over to the juvenile authorities.

##### 2. Sentencing Circles (Peer Accountability Circles): A structured group meeting led by a trained facilitator to provide youth who have committed an offense the opportunity to hear the impact of the offense on others, to accept accountability, and to develop a plan to repair the harm. Those most impacted, including the offender, identify and discuss underlying causes of the negative behavior while building a sense of community and promoting shared values.

##### 3. Responsive Circles: The circle is a process that brings together individuals who wish to engage in pro-active relationship building or conflict resolution, and other activities in which honest communications, relationship development, and community building are core desired outcomes. Circles offer an alternative to contemporary meeting processes that often rely on hierarchy, win-lose positioning, and those most affected/rescuer approaches to relationships and problem solving. Rather than merely impose a consequence to the wrongdoer, or engage in assertive discipline, Responsive Circles provide everyone with a turn to speak, and

- facilitate a deeper understanding of the hurt or incident, what happened, and greater satisfaction among all people in the circle.
- B. Supervision: Juveniles shall be supervised at all times including those engaged in community service work. An appropriately trained program staff member/volunteer, or an employee/volunteer of a worksite, approved by the teen court program, must be present to provide assignment instructions, document hours completed and demonstrate appropriate role modeling and work ethics.
- C. Community Service Worksites: Eligible worksites include State, Federal, City, County Government, non-profit agencies, including for-profits, and/or other worksites deemed appropriate for the benefit of the juvenile and the general community.
- D. Community Service Worksite Agreement: Agencies in the community providing community service worksite opportunities for teen court programs must sign a *Community Service Worksite Agreement (Form JCPC/WA 002)* with the teen court program in order to be a community service worksite. The agreement outlines program and worksite responsibilities including the name of the worksite, location, type of business, a contact person(s) and telephone number(s), the name(s) of the staff and/or volunteer(s) that will provide supervision to juveniles performing community service and work assignments for juveniles. Funded programs must have current signed worksite agreements on file upon request by the JCPC or DPS.
- Note: This does not apply to worksites when the teen court program provides direct supervision for juveniles.*
- E. Community Service Worksite Inspection: Teen Court Programs must conduct an inspection every six (6) months with all community service worksites they have a signed *Community Service Worksite Agreement (Form JCPC/WA 002)* with, using the *Community Service Worksite Inspection Form (Form JCPC/WR 001)*. Worksite inspections include an assessment of safety concerns within and outside the worksite and any changes involving staff/volunteer and/or work assignments for juveniles since the worksite agreement was signed.
- F. If at any time a worksite does not qualify as a safe working environment, the juvenile(s) assigned to that worksite must be reassigned to another worksite immediately and the worksite under inspection must be removed from the program's list of worksite options. The teen court manager or designee shall determine if the worksite can be approved for future community service assignments. Funded programs must have current inspection forms on file upon request by the JCPC or DPS.
- Note: This does not apply to worksites when the teen program is providing direct supervision for juveniles.*
- G. Dosage and Duration: Teen Court programs must be designed to meet the length of stay and frequency of contact specified for the program service type. Refer to Appendix B Dosage Parameters Crosswalk for JCPC SPEP Service Types.
- H. Community Service Hours, Monetary Restitution Totals, and Jury Duty



<b>Restitution</b>	<b>Community Service</b>	<b>Jury Duties</b>
Restitution shall not exceed \$300	Community service up to 20 hours	Shall not exceed 3 jury duties

*Note: Totals that exceed the restitution amount may be addressed between the parent(s)/legal guardian(s) and the victim(s).*

- I. Capacity and Juvenile to Staff Ratio: There are no more than six (6) juveniles assigned to one (1) appropriately trained staff or volunteer during any work activity. The program should consider the risk level and needs of juveniles receiving services in determining the number of juveniles assigned to groups and the juvenile to staff ratio.
- J. Target Population: Programs may admit and serve juveniles that are:
  - 1. At least the age of eleven (11), must be enrolled in an educational program and whose referring behavior constitutes a violation of the law or misdemeanor, but not an offense prohibited by N.C.G.S. § 143B-809;
 

*Note: Minimum age eleven (11) specifically for the programming option, Teen Court Model.*
  - 2. Under diversion contracts or plans or are at-risk for delinquency;
  - 3. Eighteen years of age or older, under the following conditions:
    - a. On probation or otherwise under supervision of Juvenile Court Services; or
    - b. Not under court supervision, and referred by SRO/School, as a diversion from Juvenile or District Court, or as part of School Justice Partnership, if the juvenile is still attending school and consents to participate;
- K. Referral Source: Priority shall be given to referrals from juvenile court; followed by referrals from school administration, School Resource Officers, Law Enforcement, Loss Prevention Officers and community-sanctioned diversion programs. District Court referrals for juveniles can be considered based on program capacity.

## **20.4 Referrals, Admissions, and Terminations**

- A. Referrals: The program shall receive a written referral form for juveniles to participate in the program.
  - 1. Programs shall:
    - a. Receive a NC DPS Juvenile Justice/JCPC Universal Referral Form when referred by Court Services. Juveniles referred by other referral sources must have a written referral form that includes, at a minimum, information from the universal referral form, written referral form to identify individual program and juvenile. The referral form shall indicate the reason for referral. concern(s) to be addressed and, provide other information as needed by the program to facilitate screening and admission decision.

- b. Schedule initial appointment with the juvenile and the juvenile's parent(s)/legal guardian(s) within fifteen (15) business days of receiving the referral.
  - c. Make contact with the victim(s) within thirty (30) days of receiving the referral to receive information regarding any monetary loss unless the referring agency made contact prior to the referral. If contact has been made by the referring agency, program staff must document the contact in the juvenile's file.
2. The juvenile court counselor, upon a finding of legal sufficiency, may refer to a teen court program, any case in which a juvenile has allegedly committed an offense that would be an infraction or misdemeanor if committed by an adult. However, **the juvenile court counselor** shall not refer a case to a teen court program if the juvenile is alleged to have committed any of the following offenses:
- a. Driving while impaired under N.C.G.S. § 20-138.1, 20-138.2, 20-138.3, 20-138.5 or 20-138.7, or any other motor vehicle violation;
  - b. Class A1 misdemeanor;
  - c. An assault in which a weapon is used; or
  - d. A controlled substance offense under Article 5 of Chapter 90 of the North Carolina General Statutes, other than simple possession of a Schedule VI drug or alcohol offense.

*Reference: N.C.G.S. § 7B-1706(c)*

- B. Admission: The timeline between the date of receipt of referral and admission into the program shall not exceed thirty (30) days. Programs shall develop admission criteria covering age and gender appropriateness, the primary reasons for which juveniles are considered for admission and any applicable admission restrictions. DPS JCPC-funded programs shall:

1. Enter client tracking admission data in NCALLIES within seven (7) days of the admission decision;
2. Respond to referring agency regarding their admission decision within 15 business days of the referral; and

*Reference: 14B NCAC 11C.0403*

3. Complete a participation agreement prior to juveniles receiving program services that includes, the specific needs of the juvenile. All elements of the participation agreement must be dictated by the specific needs of the juvenile. This agreement shall include, but is not limited to:
  - a. Name of the sponsoring agency and program name;
  - b. Program guidelines, requirements, and projected completion dates of the program;
  - c. Signed consent of parent(s)/legal guardian(s), juvenile and program staff for participation in the program;

- d. Specific requirements of the parent(s)/legal guardian(s) and each family member, (if applicable); and
  - e. Results of any non-compliance with program guidelines.
- C. Individual Plan of Care: For teen court models, the resulting documentation of sanctions imposed by the teen court serves as the individual plan of care. For other programming options for this program type, the participation agreement serves as the individual plan of care.
- D. Terminations: Programs shall develop termination procedures, including a written termination form, and policies governing documentation of a juvenile's termination from the program.
- 1. The termination form shall include:
    - a. Name of the sponsoring agency and program name;
    - b. Juvenile's name;
    - c. Activities, results and recommendations;
    - d. Last date of program contact;
    - e. Reason for termination which supports the reasons reported in NCALLIES;
    - f. Names of persons and agencies receiving notice of a juvenile's termination; and
    - g. Name of program staff person completing the documentation.
  - 2. At termination all programs shall:
    - a. Enter client tracking termination data in NCALLIES within seven (7) days of the termination decision;
    - b. Complete a written termination within ten (10) business days for all juveniles terminated from the program and submit a copy to:
      - i. The parent(s)/legal guardian(s),
      - ii. Court Services, if applicable;
      - iii. The juvenile's file; and
      - iv. Other referring entities as appropriate.
  - 3. Prior to a juvenile being terminated for any reason other than Successful or Satisfactory Completion, the program shall review the case status with the referring agency prior to a final termination decision.

## **20.5 After Care Plan**

- A. The program shall refer the juvenile for on-going support and aftercare to an appropriate community resource as needs are identified. At a minimum, the program, juvenile, parent(s)/legal guardian(s), juvenile's Court Counselor, and/or other referring entity

must be involved in the development and implementation of this plan prior to the termination of the juvenile.

## 20.6 Staffing

### A. Staff

1. Program Manager: Must possess at least one of the following credentials with direct service work experience with an agency serving at-risk youth:
  - a. A four (4) year degree in any field with at least two (2) years' experience; or  
*Note: A bachelor's degree in a Human Service or related field is preferred*
  - b. A two (2) year degree in any other field with at least four (4) years' experience; or
  - c. A high school diploma/GED with at least six (6) years' experience.

It is the responsibility of the Program Manager to:

- a. Ensure the program meets all appropriate standards and licensing requirements;
  - b. Ensure case oversight and supervision is provided to full-time staff, part-time staff, volunteers, interns, and contractor(s);
  - c. Maintain sufficient information to allow for the determination of program effectiveness;
  - d. Cooperate with DPS Area Consultant, or designee, and JCPC during monitoring and evaluation activities; and
  - e. Complete all reporting requirements as established by DPS.
2. Program Staff: Must have at least an associate degree in a Human Services related field, or a high school diploma with at least one (1) year of Human Service experience.
  3. Volunteer Program Staff: All volunteers providing direct services to the JCPC-funded program must have at least one (1) year of experience working with at-risk youth. Programs may use professional or community volunteers to assist or augment services provided by paid staff. The program shall:
    - a. Develop a job description for all volunteer positions;
    - b. Ensure the Program Volunteer Application Template (Form JCPC/EA 001) is on file for each volunteer [Three (3) references must be provided, contacted, and documented on the completed form];
    - c. Screen each applicant and determine that the volunteer possesses credentials/skills/experience commensurate to the requirements of the job description; and

- d. Require adult volunteers, involved in direct supervision, to have on file documentation of a criminal background check (see policy 2.8, A., 4) and additionally, when providing transportation of juveniles, to have on file documentation of a:
  - i. Valid driver's license (a copy must be annually updated and on file); and
  - ii. Driving record check

*Note: Judges, Attorneys, Clerks of Court, Magistrates and certified Law Enforcement that volunteer for DPS JCPC-funded Teen Court programs are exempt from completing a volunteer application and the criminal background check requirement.*

## **20.7 Staff and Volunteer Orientation and Training**

- A. Programs shall develop a training and development plan for all staff and volunteers that meets the requirements unique to their program type and service being delivered. At a minimum, the plan shall include the following:
  - 1. Job appropriate orientation and training within thirty (30) days of employment/volunteering to include policies, procedures, rules and regulations of the program and DPS JCPC policies. Written documentation of the program orientation and policy training must be available to the JCPC and/or DPS upon request.
  - 2. Programs must offer training opportunities (i.e., internal, in-person and/or online) that will lead to continued personal and professional development.
  - 3. Volunteers shall complete pre-service training specific to the program type prior to direct service delivery to juveniles.
  - 4. Direct service staff shall participate annually in at least twelve (12) hours of training in an area related to the service type provided.
  - 5. All staff and volunteers of the program or worksite recipient agency who directly supervise juveniles assigned to the program must:
    - a. Be oriented to the goals, objectives, and philosophy of the program and of community service work (by program staff); and
    - b. Be appropriately trained (by the recipient agency) in the necessary skills for each particular work activity.
- B. Adult volunteers must complete in-service training annually as deemed appropriate and necessary for the position and as job task dictates in areas related to juvenile delinquency, at-risk youth, and family issues.
- C. Youth volunteers in the role as prosecutors and defense attorneys must complete a minimum of four (4) hours of training that is directly related to these roles.



## 21 Structured Activity Programs: Skill Building

### 21.1 Purpose

To establish minimum standards for the design, implementation, and operation of structured activity programs.

### 21.2 Policy Statement

Non-residential programs shall establish operational procedures to address an individual plan of care for each juvenile and for those programs with a parent/family skill building component, a service plan for each juvenile's parents/families. Programs shall develop program guidelines governing, at a minimum, program operations, target population, referrals, admissions and terminations processes and staff and volunteer training requirements.

### 21.3 Requirements

- A. Services Provided: Structured activity services include planned interventions that shall be curriculum-based and may target individuals, groups of individuals, or family members. These services develop, practice, and master pro-social skills including interpersonal skills, problem solving, anger management skills, academic enhancement, vocational development, and other essential life skills.
  1. Parent/Family Skill Building: Programs or components thereof whose primary purpose is to provide opportunities for parents and/or juveniles and other family members to learn skills and attitudes needed to build healthy, non-abusive family interactions, solve problems together through effective communications using a strength-based, family-centered approach and structured curriculum, and group activities led by trained group facilitators.
  2. Interpersonal Skills: This type of program is a treatment technique focusing on developing the social skills required for an individual to interact in a positive way with others. The basic skills model begins with an individual's goals, progressing to how these goals should be translated into appropriate and effective social behaviors, and concludes with the impact of the behavior on the social environment. Typical training techniques are instruction, modeling of behavior, practice and rehearsal, feedback, reinforcement. This may also include training in a set of techniques, such as conflict resolution or decision-making that focuses on how to effectively deal with specific types of issues that an individual may confront in interacting with others.
  3. Life Skills: This type of program focuses on effectively managing everyday living. This may include a wide range of issues such as general problem solving, social/moral reasoning, balancing responsibilities; how to deal with housing issues, time and money management.

4. **Tutoring/Academic Enhancement:** This type of program provides juveniles assistance with understanding and completing schoolwork and/or classes or trips designed to be an enrichment of or supplemental experience beyond the basic education curriculum.
  5. **Vocational Development:** A structured activity with an overall emphasis on preparing the juvenile to enter the work force by providing actual employment, job placement, non-paid work service (non-residential based), job training, or career counseling.
  6. **Experiential Skills:** This type of program uses outdoor adventures and physical activities or challenges to instruct, demonstrate, and provide opportunities to practice effective interpersonal, problem solving, communication and similar skills to achieve the goals of increasing self-esteem, building interpersonal skills, and building pro-social behavior.
- B. **Dosage and Duration:** Skill Building programs must be designed to meet the contact hours and length of stay specified for the SPEP primary service type or the contact hours and length of stay specified for the program service type. Refer to Appendix B Dosage Parameters Crosswalk for JCPC SPEP Service Types.
- C. **Target Population:** Programs may admit and serve juveniles that are:
1. Between the ages of six (6) and seventeen (17), either a vulnerable juvenile or an adjudicated delinquent or undisciplined juvenile, juveniles under diversion contracts or plans, and/or juveniles at-risk for delinquency or otherwise under jurisdiction of and referred by Juvenile Court Services; or
  2. Eighteen years of age or older, under the following conditions:
    - a. On probation or otherwise under supervision of juvenile court; or
    - b. Not under juvenile court supervision but referred by SRO/School as a diversion from Juvenile Court Services or District Court, or as part of a School Justice Partnership agreement, if still attending school (includes High School equivalency programs) and consents to participate.
- Note: Services may include their family members. The court may order the parent/legal guardian of a juvenile who has been adjudicated undisciplined or delinquent to attend parent/family skill building services when available in the judicial district.*
- D. **Capacity and Juvenile to Staff Ratio:** Service group size is limited to no more than 10 juveniles with a trained facilitator. Groups may be expanded by five (5) juveniles for each additional trained facilitator. The program should consider the risk level and needs of juveniles receiving services in determining the number of juveniles assigned to groups and the juvenile to staff ratio.
- E. **Referral Source:** Priority shall be given to referrals from juvenile court.

## 21.4 Referrals, Admissions, and Terminations

- A. Referrals: The program must receive a NC DPS Juvenile Justice/JCPC Universal Referral Form when referred by Court Services. Juveniles referred by other referral sources must have a written referral form that includes, at a minimum, information from the universal referral form. The program shall:
1. Receive a written referral form to identify individual program and juvenile or family needs. The referral form shall indicate the reason for referral and the concern(s) to be addressed and, provide other information as needed by the program to facilitate screening and admission decisions.
  2. Schedule initial appointment with the juvenile and the parent(s)/legal guardian(s) within fifteen (15) business days of receiving the referral.
- B. Admissions: Programs shall develop admission criteria covering age and gender appropriateness, the primary reasons for which juveniles are considered for admission and any applicable admission restrictions. All DPS JCPC-funded programs shall:
1. Enter client tracking admission data in NCALLIES within seven (7) days of the admission decision,
  2. Respond to referring agency regarding their admission decision within fifteen (15) business days of receipt of the referral; and
- Reference: 14B NCAC 11C.0403*
3. Prior to juveniles receiving program services, complete a participation agreement that includes the specific needs of the juvenile.
- C. All elements of the participation agreement must be dictated by the specific needs of the juvenile. This agreement shall include, but is not limited to:
1. Name of the sponsoring agency and program name;
  2. Program guidelines, requirements, and projected completion dates of the program;
  3. Signed consent of parent(s)/legal guardian(s), juvenile and program staff for participation in the program;
  4. Specific requirements of the parent(s)/legal guardian(s) and each family member (if applicable); and
  5. Results of any non-compliance with program guidelines.
- D. Develop an Individual Plan of Care: The individual plan of care for this service type shall include the following elements:
1. A statement of the goal or the outcomes, or changes hoped to be accomplished;
  2. The interventions and activities to be employed to achieve the goal, desired outcomes or changes;
  3. The duration, dosage, and frequency of service;

4. Method and timetable for measuring/evaluating progress; and
5. Signature of the youth, parent/guardian, staff member.

*Note: For this service type these elements may be incorporated into the participation agreement instead of a separate document.*

- E. Terminations: Programs shall develop termination procedures, including a written termination form, and policies governing documentation of a juvenile's termination from the program.
  1. The termination form shall include:
    - a. Name of the sponsoring agency and program name;
    - b. Juvenile's name;
    - c. Activities, results and recommendations;
    - d. Last date of program contact;
    - e. Reason for termination which supports the reasons reported in NCALLIES;
    - f. Names of persons and agencies receiving notice of a juvenile's termination; and
    - g. Name of program staff person completing the documentation.
  2. At termination all programs shall:
    - a. Enter client tracking termination data in NCALLIES within seven (7) days of the termination decision;
    - b. Complete a written termination within ten (10) business days for all juveniles terminated from the program and submit a copy to:
      - i. The parent(s)/legal guardian(s),
      - ii. Court Services, if applicable;
      - iii. The juvenile's file; and
      - iv. Other referring entities as appropriate.
- F. Prior to a juvenile being terminated for any reason other than Successful or Satisfactory Completion, the program shall review the case status with the referring agency prior to a final termination decision.

## **21.5 After Care Plan**

- A. The program shall refer the juvenile for on-going support and aftercare to an appropriate community resource as needs are identified. At a minimum, the program, juvenile, parent(s)/legal guardian(s), juvenile's Court Counselor, and/or other referring entity must be involved in the development and implementation of this plan prior to the termination of the juvenile from program services.

## 21.6 Staffing

### A. Staff

1. Program Manager: Must possess at least one of the following credentials with direct service work experience with an agency serving at-risk youth:
  - a. A four (4) year degree in any field with at least two (2) years' experience; or  
*Note: A bachelor's degree in a Human Service or related field is preferred*
  - b. A two (2) year degree in any other field with at least four (4) years' experience; or
  - c. A high school diploma/GED with at least six (6) years' experience.It is the responsibility of the Program Manager to:
  - a. Ensure the program meets all appropriate standards and licensing requirements;
  - b. Ensure case oversight and supervision is provided to full-time staff, part-time staff, volunteers, interns, and contractor(s);
  - c. Maintain sufficient information to allow for the determination of program effectiveness;
  - d. Cooperate with DPS Area Consultant, or designee, and JCPC during monitoring and evaluation activities; and
  - e. Complete all reporting requirements as established by DPS.
2. Program Staff: Must have at least an associate degree in a Human Services related field, or a high school diploma with at least one (1) year of Human Service experience. Staff implementing curricula, or facilitating groups based on curricula, shall be appropriately trained and qualified in both curricula content and facilitation techniques.
3. Volunteer Program Staff: All volunteers providing direct services must have at least one (1) year of experience working with at-risk youth. Programs may use professional or community volunteers to assist or augment services provided by paid staff. The program shall:
  - a. Develop a job description for all volunteer positions;
  - b. Ensure the sponsoring agency's volunteer application is on file, such as the *Program Volunteer Application Template (Form JCPC/EA 001)* for each volunteer. Three (3) references must be provided, contacted, and documented on the completed form;
  - c. Screen each applicant and determine that the volunteer possesses credentials/skills/experience commensurate to the requirements of the job description; and

- d. Require adult volunteers, involved in direct supervision, to have on file documentation of a criminal background check and additionally, when providing transportation of juveniles, to have on file documentation of a:
  - i. Valid driver's license (a copy must be annually updated and on file); and
  - ii. Safe driving record.

## **21.7 Staff and Volunteer Orientation and Training**

- A. Programs shall develop a training and development plan for all staff and volunteers that meets the requirements unique to their program type and service being delivered. At a minimum, the plan shall include the following:
  1. Job appropriate orientation and training within thirty (30) days of employment/volunteering to include policies, procedures, rules and regulations of the program and DPS JCPC policies. Written documentation of the program orientation and policy training must be available to the JCPC and/or DPS upon request.
  2. Programs must offer training opportunities (i.e., internal, in-person and/or online) that will lead to continued personal and professional development.
  3. Volunteers shall complete pre-service training specific to the program type prior to direct service delivery to juveniles.
  4. Direct service staff shall participate annually in at least twelve (12) hours of training in an area related to the service type provided, including at a minimum, basic interaction skills relating to juveniles.
  5. Programs providing direct services shall employ staff members who are eligible by degree or credential to provide such treatment, or who receive clinical supervision by someone eligible to provide such treatment. All professional and volunteer staff members who lead program activities that require special skills or certification must be trained in the skills necessary for each particular activity.
- B. Wilderness Adventure Programs and High-Risk Activities
  1. All wilderness adventure and high-risk activity programs shall determine professionally acceptable procedures and training requirements for staff and volunteers to ensure, to the degree possible, the physical safety and well-being of the juveniles served.
  2. Wilderness Adventure Program staff must have training in basic counseling skills.
  3. Wilderness Adventure Program Committee
    - a. Prior to the final approval of any new (first time funded programs) wilderness adventure program, or any other program engaging in activities which present significant risk, the DPS Area Consultant, or designee, assigned to that county shall appoint a special program review committee to review the request.



- b. The committee must be composed of, at a minimum, the DPS Area Consultant, or designee, and at least one (1) of each of the following:
  - i. A JCPC member from the applying County;
  - ii. A person with recognized expertise in water safety, Red Cross lifesaving certification, or First Aid;
  - iii. A person with two (2) years of full-time experience in a wilderness camping program;
  - iv. A person with specific expertise in each of the high-risk activities being proposed by the applicant agency;
  - v. Any other persons deemed appropriate by the DPS Area Consultant, or designee may be added to the committee; and
  - vi. Any individual appointed to the program review committee may only serve as an expert in two (2) of the functions listed above.
- C. Licensure/Certification Requirements and Notification
  - Note: This is a Critical Standard and applies to all DPS JCPC and Community Programs Section funded programs.***
  - 1. Direct service staff, professional or volunteer, working with wilderness adventure, or wilderness camp programs must be trained or hold certification in the skills to administer, participate in, or supervise programs providing such activities.



## 22 Structured Activity Programs: Mentoring Programs

### 22.1 Purpose

To establish minimum standards for the design, implementation, and operation of mentoring programs, including, at a minimum, program operations, target population, referrals, admissions and termination processes and staff and volunteer training requirements.

### 22.2 Policy Statement

Mentoring programs shall provide opportunities for juveniles to be engaged in pro-social activities with positive adult role models on a regular, planned basis in order to increase positive personal and social skills. Programs shall establish procedures addressing, at a minimum, operations, target population, referral and admissions, staffing, and the retention of mentors.

### 22.3 Requirements

- A. Services Provided: Mentoring programs may provide an array of services to meet the needs of referred juveniles and the program's curriculum. These services may include:
  - 1. One-on-One mentoring provides an adult mentor to be matched with a juvenile;
  - 2. Couples mentoring provides an opportunity for a couple to jointly mentor a juvenile; and/or
  - 3. Group mentoring offers mentoring services to several juveniles in structured activities.
- B. Dosage and Duration: Mentoring programs must be designed to meet the contact hours and length of stay specified for the SPEP primary service type or the contact hours and length of stay specified for the program service type. Refer to Appendix B Dosage Parameters Crosswalk for JCPC SPEP Service Types.
- C. Capacity and Juvenile to Mentor Ratio
  - 1. One-on-One Mentoring: No more than one (1) juvenile shall be matched with one (1) trained mentor unless a second referred juvenile is a sibling.
  - 2. Couples Mentoring: No more than one (1) juvenile shall be matched with two (2) trained mentors sharing joint responsibility.
  - 3. Group Mentoring: No more than four (4) juveniles shall be matched with one (1) trained staff or mentor.
- D. Target Population: Programs may admit and serve juveniles that are:
  - 1. Between the ages of six (6) to seventeen (17), either a vulnerable juvenile or an adjudicated delinquent or undisciplined juvenile, juveniles under diversion contracts or plans, and/or juveniles at-risk for delinquency or otherwise under the jurisdiction

- of and referred by juvenile court, including but not limited to, Interstate Compact juveniles; or
2. Eighteen years of age or older, under the following conditions:
    - a. On probation or otherwise under supervision of juvenile court; or
    - b. Not under juvenile court supervision but referred by SRO/School as a diversion from Juvenile Court Services or District Court, or as part of a School Justice Partnership agreement, if still attending school (includes High School equivalency programs) and consents to participate.
- E. Referral Source: Priority shall be given to referrals from juvenile court; followed by referrals from Law Enforcement, School Resource Officers, District Court, and any other youth-serving agencies that serve adjudicated or at-risk youth.

## **22.4 Referral, Admission and Termination**

- A. Referrals: The program must receive a NC DPS Juvenile Justice/JCPC Universal Referral Form when referred by Court Services. Juveniles referred by other referral sources must have a written referral form that includes, at a minimum, information from the universal referral form. The program shall:
1. Receive a written referral form to identify individual program and juvenile needs. The referral form shall indicate the reason for referral and the concern(s) to be addressed and provide other information as needed by the program to facilitate screening and admission decisions.
  2. Schedule initial appointment with the juvenile and the parent(s)/legal guardian(s) within fifteen (15) business days of the referral.
- B. Admissions: Programs shall develop admission guidelines for age and gender appropriateness, the primary reasons for which juveniles are considered for admission and any applicable admission restrictions. DPS JCPC-funded programs shall:
1. Enter client tracking admission data in NCALLIES within seven (7) days of the admission decision;
  2. Respond to referring agency regarding their admission decision within 15 business days of the referral; and
- Reference: 14B NCAC 11C.0403*
3. Create a participation agreement prior to juveniles receiving program services that must be signed by the program provider, juvenile, and parent(s)/legal guardian(s). All elements of the participation agreement must be dictated by the specific needs of the juvenile. This agreement shall include, but not limited to:
    - a. Name of the sponsoring agency and program name;
    - b. Program guidelines, requirements, and projected completion dates of the program;

- i. Signed consent of parent(s)/legal guardian(s), juvenile and program staff for participation in the program;
  - ii. Specific requirements of the parent(s)/legal guardian(s) and each family member, (if applicable); and
  - iii. Results of any non-compliance with program guidelines.
- C. Develop an Individual Plan of Care: The individual plan of care for this service type shall include the following elements:
  1. A statement of the goal or the outcomes, or changes hoped to be accomplished;
  2. The interventions and activities to be employed to achieve the goal, desired outcomes or changes;
  3. The duration, dosage, and frequency of service;
  4. Method and timetable for measuring/evaluating progress; and
  5. Signature of the youth, parent/guardian, staff member.

*Note: For this service type these elements may be incorporated into the participation agreement instead of a separate document.*
- D. Terminations: Programs shall develop termination procedures, including a written termination form, and policies governing documentation of a juvenile's termination from the program.
  1. The termination form shall include:
    - a. Name of the sponsoring agency and program name;
    - b. Juvenile's name;
    - c. Activities, results and recommendations;
    - d. Last date of program contact;
    - e. Reason for termination which supports the reasons reported in NCALLIES;
    - f. Names of persons and agencies receiving notice of a juvenile's termination; and
    - g. Name of program staff person completing the documentation.
  2. At termination all programs shall:
    - a. Enter client tracking termination data in NCALLIES within seven (7) days of the termination decision;
    - b. Complete a written termination within ten (10) business days for all juveniles terminated from the program and submit a copy to:
      - i. The parent(s)/legal guardian(s),
      - ii. Court Services, if applicable;

- iii. The juvenile's file; and
  - iv. Other referring entities as appropriate.
3. Prior to a juvenile being terminated for any reason other than Successful or Satisfactory Completion, the program shall review the case status with the referring agency prior to a final termination decision.

## 22.5 After Care Plan

- A. The program shall refer the juvenile for on-going support and aftercare, through an appropriate community resource as needs are identified. At a minimum, the program, juvenile, parent(s)/legal guardian(s), juvenile's Court Counselor, and/or other referring entity must be involved in the development and implementation of this plan prior to the termination of the juvenile.

## 22.6 Staffing

A. Staff

1. Program Manager: Must possess at least one of the following credentials with direct service work experience with an agency serving at-risk youth:
  - a. A four (4) year degree in any field with at least two (2) years' experience; or  
*Note: A bachelor's degree in a Human Service or related field is preferred*
  - b. A two (2) year degree in any other field with at least four (4) years' experience; or
  - c. A high school diploma/GED with at least six (6) years' experience.

It is the responsibility of the Program Manager to:

- a. Ensure the program meets all appropriate standards and licensing requirements;
  - b. Ensure case oversight and supervision is provided to full-time staff, part-time staff, volunteers, interns, and contractor(s);
  - c. Maintain sufficient information to allow for the determination of program effectiveness;
  - d. Cooperate with DPS Area Consultant, or designee, and JCPC during monitoring and evaluation activities; and
  - e. Complete all reporting requirements as established by DPS.
2. Program Staff: Must have at least an associate degree in a Human Services related field, or a high school diploma with at least one (1) year of Human Service experience.
  3. Volunteer Program Staff: All volunteers providing direct services must have at least one (1) year of experience working with at-risk youth. Programs may use

- professional or community volunteers to assist or augment services provided by paid staff. The program shall:
- a. Develop a job description for all volunteer positions;
  - b. Ensure the sponsoring agency's volunteer application is on file such as the *Program Volunteer Application Template (Form JCPC/EA 001)* for each volunteer. Three (3) references must be provided, contacted, and documented on the completed form;
  - c. Screen each applicant and determine that the volunteer possesses credentials/skills/experience commensurate to the requirements of the job description; and
  - d. Require adult volunteers, involved in direct supervision, to have on file documentation of a criminal background check (see policy 2.8, A., 4) and additionally, when providing transportation of juveniles, to have on file documentation of a:
    - i. Valid driver's license (a copy must be annually updated and on file); and
    - ii. Safe driving record.
4. Volunteer Mentors: Volunteers providing direct service in mentoring programs must have at least one (1) year of experience working with youth and commit to a one (1) year involvement with the program. Final selection of Volunteer Mentors shall be determined only after successful completion of the six (6) hours of pre-service training facilitated by a mentoring staff member or qualified volunteer. Pre-service training must be documented by the program. Volunteer Mentors are required to complete a screening process prior to being matched with a juvenile. The screening process shall include, at a minimum:
- a. Completion of a *Program Volunteer Application (Form JCPC/EA 001)* including three (3) references must be provided, contacted and documented for each volunteer;
  - b. Participation in a personal interview with the Program Manager or . appropriate staff member; and
  - c. Submitting documentation of a criminal background check, valid driver's license and safe driving record check.
5. Supervision of Mentors and their Juvenile Match
- a. The Program Manager or Volunteer Coordinator must contact (telephone, e-mail, or face-to-face);
    - i. Each individual mentor and each couple mentor once a week for the first six (6) weeks after they are matched, and a minimum of once a month thereafter for the remainder of the year's mentoring commitment;
    - ii. Each juvenile's parent(s)/legal guardian(s) within the first two (2) weeks after the match is made and every month thereafter; and

- iii. All group mentors at least once a month.
- b. All communication efforts must be clearly documented in juveniles' files.
- 6. Mentor Retention: Support efforts and activities must be provided by the program to recognize, motivate, train and retain volunteers to include, at a minimum:
  - a. At least two (2) group activities for the mentees (juveniles), and;
  - b. Two (2) in-service training sessions for the mentors.

*Note: A mentor recognition banquet can serve as an in-service training session.*

## **22.7 Staff and Volunteer Orientation and Training**

- A. Programs shall develop a training and development plan for all staff and volunteers that meets the requirements unique to their program type and service being delivered. At a minimum, the plan shall include the following:
  - 1. Job appropriate orientation and training within thirty (30) days of employment/volunteering to include policies, procedures, rules, and regulations of the program and DPS JCPC policies. Written documentation of the program orientation and training on policies must be available to the JCPC and/or DPS upon request.
  - 2. Programs must offer training opportunities (i.e., internal, in-person and/or online) that will lead to continued personal and professional development.
  - 3. Volunteers shall complete pre-service training specific to the program type prior to direct service delivery to juveniles.
  - 4. Direct service staff shall participate annually in at least twelve (12) hours of training in an area related to the service type provided, including at a minimum, basic interaction skills relating to juveniles.



## Appendix A: Glossary

Term	Definition
<b>Academic Enhancement</b>	Services intended to supplement a full-time academic program. Examples include tutoring and homework assistance.
<b>Active Caseload</b>	The number of juveniles currently enrolled in a JCPC funded program.
<b>Adjudication</b>	The court process whereby a juvenile is found to be delinquent, undisciplined, dependent, neglected, or abused.
<b>Administrative Funds</b>	JCPC funds set aside to carry out the administrative responsibilities of the JCPC.
<b>After Care Plan</b>	A plan developed for the referral and coordination of services post termination.
<b>Agency Balance Sheet</b>	A statement of the assets, liabilities, and capital of a business or other organization at a particular point in time, detailing the balance of income and expenditure over the preceding period.
<b>Assessment Program</b>	Programs that offer one (1) or more particular evaluation or assessment services to provide diagnosis and treatment intervention recommendations for youth.
<b>At-Risk</b>	A juvenile who: <ul style="list-style-type: none"> <li>(a) Has been adjudicated delinquent or undisciplined; and</li> <li>(b) Has demonstrated significant inappropriate or anti-social behavior that would suggest a high probability of court involvement; and/or</li> <li>(c) Has one (1) or more identified risk factors for delinquency.</li> </ul>
<b>Capital Expenditure</b>	Equipment valued in accordance with Office of State Budget policy and with a life expectancy of more than one (1) year purchased with DPS JCPC funds or local match. <b>14B NCAC 11B.0110</b>
<b>Cash Match</b>	The local funding provided by county government and other local resources and used to provide the required local share of a program budget proportionate to DPS JCPC funds as required by DPS.
<b>Certification (JCPC Certification)</b>	The document submitted annually by the JCPC verifying the completion of its legislatively mandated responsibilities regarding membership, written by-laws, and established external communication.
<b>Client Tracking</b>	A process that is required by all DPS JCPC-funded programs to record on a demographic data and program performance data for each juvenile served in a JCPC funded program.
<b>Clinical Treatment Programs</b>	Programs that offer professional help to a juvenile and/or the juvenile's family to solve problems through goal directed planning. It may include individual, group, family counseling or a combination. It may have a particular focus such as sex offender treatment or substance abuse treatment. Services may be community or home-based.
<b>Collateral Contacts</b>	Any contacts, other than juvenile and/or family contact, with related professionals regarding the juvenile or on the juvenile's behalf.
<b>Comprehensive Strategy</b>	A community-focused, research-based approach to juvenile delinquency that builds on and unifies the efforts of all services and program providers and integrates the full spectrum of juvenile and prevention efforts; the right resource for the right juvenile at the right time.
<b>Community Day Programs/ Structured Day</b>	A multi-component, community-based, non-residential program structure that provides closely supervised intervention and prevention services for delinquent, undisciplined, intake diverted, and at-risk youth. Programs work in cooperation with the local school



**CP 1: Juvenile Crime Prevention Councils and  
Community Programs Section-Funded Programs  
Minimum Standards Policy**



	system(s) to provide structured educational enrichment and/or educational on-site programs; and provide a balance between education and treatment.
<b>Community Service</b>	A focus on holding a juvenile accountable for their actions in the community by performing work for State, Federal, City, County Government, non-profit agencies and/or other worksites deemed appropriate for the benefit of the juvenile the general community.
<b>Continuum Building</b>	A process of developing an array of needed services within a community.
<b>Contractor</b>	A person who is contracted to provide services to a juvenile and/or family by a DPS JCPC-funded program.
<b>Corrective Action Plan</b>	A plan detailing corrective action which must be implemented by the program in order for the program to be in compliance with the Department's policies and procedures for JCPC funded programs.
<b>County Plan</b>	The document submitted to the local County Commissioners and DPS that details the JCPC comprehensive planning process and progress towards meeting specific county goals. The County Plan guides JCPC activities and decision-making in the current year, as well as goals and activities in future years.
<b>Counseling</b>	A process by which a professional helps a juvenile and/or the juvenile's family to solve problems through goal directed planning. May include individual, group, or family counseling, or a combination. May have a particular focus such as sex offender treatment or substance abuse treatment.
<b>Court Counselor</b>	An employee of DPS who provides intake, probationary, intensive supervision, protective supervision, post-release supervision and/or other services under the direction of the Chief Court Counselor in each district.
<b>Court Involved</b>	Juveniles who are under the jurisdiction of the court ( <i>court counselor consultation, diverted, adjudicated, protective supervision, probation supervision, continuation services, commitment status and post-release supervision</i> ) who are referred, by a source other than DPS staff, to appropriate resources to address identified needs.
<b>Court Referred</b>	Juveniles under the jurisdiction of the court ( <i>court counselor consultation, diverted, adjudicated, protective supervision, probation supervision, continuation services, commitment status and post-release supervision</i> ) who are referred by DPS staff to appropriate resources to address identified needs.
<b>Crisis Counseling</b>	Short term assistance provided by a licensed clinician either face to face, by phone or on behalf of juveniles in immediate danger of physical or emotional injury.
<b>Critical Standard</b>	Specific standards identified in JCPC policy that may affect the care and safety of participants, staff, volunteers and contractors of any DPS JCPC-funded program.
<b>Days</b>	Days are calendar days unless otherwise indicated.
<b>Delinquent Juvenile</b> <small>(Definition modified due to HB 834, effective 12/01/2024)</small>	<p>(a) Any juvenile who, while less than 16 years of age but at least 10 years of age, commits a crime or infraction under State law or under an ordinance of local government, including violation of the motor vehicle laws, or who commits indirect contempt by a juvenile as defined in G.S. 5A-31.</p> <p>(b) Any juvenile who, while less than 18 years of age but at least 16 years of age, commits a crime or an infraction under State law or under an ordinance of local government, excluding the offenses in sub-sub-subdivisions 1. and 2. Of this sub-subdivision, or who commits indirect contempt by a juvenile as defined in G.S. 5A-31. Offenses excluded from the definition of delinquent juvenile when committed while less than 18 years or age but at least 16 years of age include the following:</p> <ol style="list-style-type: none"> <li>1. All violations of the motor vehicle laws under Chapter 20 of the General Statutes.</li> <li>2. Any offense punishable as a Class A, B1, B2, C, D, or E felony is committed by an adult, together with any offense based on the same act or transaction or on a series of</li> </ol>

**CP 1: Juvenile Crime Prevention Councils and  
Community Programs Section-Funded Programs  
Minimum Standards Policy**



	<p>acts or transactions connected together or constituting parts of a single scheme or plan of that offense, and any greater or lesser included offense of that offense,</p> <p>(c) Any juvenile who, while less than 10 years of age but at least 8 years of age, commits a Class A, B1, B2, C, D, E, F, or G felony under State law.</p> <p>(d) Any juvenile who, while less than 10 years of age but at least 8 years of age, commits a crime or an infraction under State law or under an ordinance of local government, including violation of the motor vehicle laws, and has been previously adjudicated delinquent.</p>
<b>Designee</b>	A representative identified by a legislatively authorized position to fully represent that position and that person's agency on the Juvenile Crime Prevention Council.
<b>Direct Service</b>	Active intervention provided to the juvenile, the parent/guardian, family members of the juvenile or significant others which is designed and intended to impact the juvenile's behavior, functioning, or condition and help the juvenile meet defined treatment goals.
<b>Direct Supervision</b>	DPS JCPC-funded Staff or volunteers providing direct services to juveniles as their primary job responsibility and who are engaged directly with juveniles at least the majority of their time on duty.
<b>Discretionary Juvenile Crime Prevention Funds</b>	Discretionary Funds allocated to counties by DPS that remain uncommitted for a period of six (6) months or are released by the county.
<b>Discrimination</b>	The unjust or prejudicial treatment of different categories of people or things especially on the grounds of race, color, sex, religion, creed, political belief, national origin, linguistic and language difference, gender identity (including gender expression), socio-economic status, height, weight, marital or familial status, or disability.
<b>Diversion</b>	<p>Intervention services delivered to a delinquent or undisciplined juvenile when a complaint is not approved for filing as a petition.</p> <p><b>Diversion Plan:</b> Court Counselor monitors an agreement between a Court Counselor, juvenile, and the juvenile's family that specifies terms to which the juvenile and the juvenile's family agree.</p> <p><b>Diversion/Contract:</b> Court Counselor monitors a written agreement between a Court Counselor, juvenile and the juvenile's family that specifies terms to which the juvenile and the juvenile's family agree. All parties sign this agreement.</p>
<b>Drug, Alcohol Therapy/Education</b>	Treatment aimed at reducing the use or abuse of illegal drugs or alcohol and education focused on teaching about the effects of drugs and/or alcohol. May include 12-step programs such as Alcoholics Anonymous or Narcotics Anonymous.
<b>Duration of Service</b>	Length of stay in a program between admission and termination.
<b>Dosage of Service</b>	The amount of intervention a juvenile receives between admission and termination.
<b>Emergency Shelter</b>	A non-secure residential service that maintains a 24-hour admission policy and an average length of stay operating within the limits of the program's licensure and/or applicable federal funding guidelines for runaway shelters, or 90 days or less for others licensed as emergency shelters and provides housing and support services to court-involved or at-risk youth.
<b>Encumbered</b>	A financial obligation created by a purchase order, contract, salary commitment, unearned or prepaid collections for services provided. Must be in writing, signed by a person with legal authority by the funded agency to do so, or as a result of provision of goods or services by a third party to the funded agency under circumstances that create a binding legal obligation to pay for the goods/services. Reference: NCGS 143C-6-23(a)(3)
<b>Evaluation</b>	Reviewing program activities to ascertain the effectiveness of a program's interventions or services.

**CP 1: Juvenile Crime Prevention Councils and  
Community Programs Section-Funded Programs  
Minimum Standards Policy**



<b>Family</b>	The composition of a family system for a given juvenile. This may vary and should be respected and broadly interpreted.
<b>Family Counseling-Therapy</b>	A treatment technique focusing on family interactions/dynamics and their link to delinquent behavior. This type of treatment involves the entire family, but at a minimum involves the juvenile and the juvenile's parent(s). May also include the availability of a trained individual to respond either over the phone or in person to a crisis involving the juvenile and/or the juvenile's family.
<b>Final Accounting</b>	Documentation that is required by each DPS JCPC-funded program after the end of the fiscal year that identifies actual amounts budgeted and expended during the fiscal year.
<b>Fiscal &amp; Financial Review</b>	The examination of records and/or accounts to properly account for the expenditures of DPS JCPC funds. This may include findings and a required corrective action plan.
<b>Fiscal Year</b>	The JCPC funding year cycle for programs that begins on July 1 <sup>st</sup> and ends on June 30 <sup>th</sup> of the following year and is consistent with state and county fiscal year.
<b>Funding Plan</b>	Budget portion of the County Plan that lists the programs and the amount of revenues budgeted for DPS JCPC funds and other local, in kind and state/federal funds.
<b>Group Counseling-Therapy</b>	A treatment technique based on group interaction; typically involving or facilitated by a therapist or counselor and focusing on psychological, behavioral, and/or interpersonal problems.
<b>Group Home</b>	Residential placement providing 24-hour care for 90 days or more for juveniles whose behavioral and social summaries indicate that they are at-risk of becoming involved with the juvenile justice system, or juveniles who have been adjudicated undisciplined or delinquent or juveniles on diversion from juvenile court for delinquent or undisciplined complaints.
<b>Home-Based Family Counseling</b>	Short term, intensive services involving the entire family intended to prevent family dissolution, and delinquent and undisciplined behavior by empowering families to become more functional and self-sufficient.
<b>Individual Counseling-Therapy</b>	A treatment technique based on one-on-one meetings with a therapist or counselor focusing on psychological, behavioral, and/or interpersonal problems.
<b>Individual Plan of Care</b>	A detailed outline of the services, interventions, or activities to be provided to individual juveniles while participating in a program.
<b>Informed Consent</b>	Permission given after being fully apprised of all potential risks and benefits of interventions or services.
<b>In-Kind Match</b>	A non-cash, local contribution to the budget needed in support of the operating costs of Juvenile Crime Prevention Council funded program.
<b>Intermediate Disposition</b>	Jurisdiction over a juvenile who has been adjudicated delinquent and for whom the dispositional chart prescribes a Level 2 disposition.
<b>Intervention Services</b>	Direct services intended to reduce delinquency and/or improve behavior, provided to delinquent or undisciplined juveniles and the juvenile's family.
<b>Interpersonal Skills</b>	Interpersonal skill building is a treatment technique focusing on developing the social skills required for an individual to interact in a positive way with others.
<b>Organizational Policy</b>	A set of policies approved by the governing body of an organization that describes operating practices and/or rules.
<b>Juvenile</b>	Any person who has not reached their eighteenth birthday and is not married, emancipated, or a member of the armed forces of the United States. Wherever the term "juvenile" is used with reference to rights and privileges, that term also encompasses the attorney for the juvenile.

**CP 1: Juvenile Crime Prevention Councils and  
Community Programs Section-Funded Programs  
Minimum Standards Policy**



<b>Juvenile Court Counselor</b>	A person responsible for intake services and court supervision services to juveniles under the supervision of the chief court counselor.
<b>Juvenile Crime Prevention Council (JCPC)</b>	Local planning bodies created under <i>N.C. Gen. Stat. § 143B-846</i> Creation; method of appointment; membership; chair and vice-chair, appointed by the board of commissioners of a county that works in partnership with the state to provide community-based programs for court involved and at-risk juveniles.
<b>Juvenile Crime Prevention Council Fund</b>	Funds allocated by the General Assembly to the Department of Public Safety as “Aid to Counties” for the use of county government on a matching basis to establish and to maintain intervention and prevention services planned for by the Juvenile Crime Prevention Council.
<b>Life Skills Training</b>	This type of program focuses on effectively managing everyday living. This may include a wide range of issues such as general problem solving, social/moral reasoning, balancing responsibilities, how to deal with housing issues, time and money management.
<b>Local Match</b>	Funds from the County, other local sources, and grants used to match DPS JCPC funds. Local match may be in the form of cash or in-kind contributions, or a combination of both.
<b>Mediation/Conflict Resolution</b>	A private process of negotiation conducted by a neutral third-party, a mediator. It is a consensual decision-making process by parties who work toward mutual understanding to resolve a problem or a dispute.
<b>Mentoring</b>	An individual providing support, friendship, advice, and/or assistance; spending time with the juvenile on a regular basis; engaging in activities such as sports, movies, helping with homework, etc. The mentor does not necessarily have to be an adult but may be an older child in the same school or a youth volunteer.
<b>Monitoring</b>	Reviewing program operation for compliance with approved program agreement/revision requirements to ensure all goals are being met. This includes documentation of any findings and required corrective action.
<b>Multi-County JCPC</b>	Two (2) or more counties in the same judicial district that choose to join together as one (1) functional JCPC as allowed by <i>N.C. Gen Stat. § 143B-846</i> .
<b>Multi-County Programs</b>	Programs administered by a single agency with a single revenue and expenditure budget and that contract for services using a Juvenile Crime Prevention Council program agreement with two (2) or more counties. Those individual program agreements meet all requirements for county participation in the Juvenile Crime Prevention Council fund.
<b>Needs Assessment</b>	A systematic assessment of services and treatment needs of a juvenile and their family, which should be addressed in a court disposition and/or a service plan.
<b><u>NCALLIES</u> (A Local Link to Improve Effective Services)</b>	An on-line process for programs to apply for JCPC funds, enter DPS required reports, including client tracking data, and for DPS to be accountable for monthly disbursements to Counties statewide.
<b>Parent/Family Skill Building</b>	Programs or components thereof whose primary purpose is to provide opportunities for juveniles, siblings and parents to learn skills and attitudes needed to build healthy, non-abusive family interactions, solve problems together through effective communications using a strength-based, family centered approach and structured curriculum.
<b>Planning</b>	The means through which the JCPC works toward the development of a comprehensive continuum of needed services for juveniles in their community.
<b>Program Agreement</b>	An agreement that identifies the type of program, programmatic services to be delivered to a specified number of juveniles, a line item budget and budget narrative for anticipated expenditures and revenue sources.

**CP 1: Juvenile Crime Prevention Councils and  
Community Programs Section-Funded Programs  
Minimum Standards Policy**



<b>Program Agreement Revision</b>	A request to modify the program agreement for the content of services or for modification of the program budget submitted and approved by DPS.
<b>Program Structure</b>	A setting or context that fulfills specific intervention needs or requirements other than service delivery.
<b>Protective Factors</b>	Positive factors in the individual, peer, school, family, and community domains that serve to buffer juvenile offenders from delinquency risk factors and deter subsequent delinquent offenses.
<b>Protective Supervision</b>	The status of a juvenile who has been adjudicated undisciplined and is under the supervision of a juvenile court counselor.
<b>Protocol Manual</b>	A document which defines and outlines the programs purpose and intent, the methods, interventions, and the manner in which they are employed, and other guidelines detailing how services are delivered with fidelity, measured, evaluated, and improved.
<b>Prison Rape Elimination Act (PREA)</b>	The national standards to prevent, detect, and respond to sexual abuse, pursuant to the Prison Rape Elimination Act of 2003.
<b>Quorum</b>	The number of members required to conduct JCPC business.
<b>Recidivism</b>	The reoccurrence of delinquent, undisciplined, or illegal behavior as evidenced by a formal complaint in the form of a juvenile petition or an adult warrant.
<b>Request for Proposals (RFP)</b>	A process to notify the public that proposals are being solicited by the local JCPC for funds made available by DPS.
<b>Residential Programs</b>	These services provide programs relating to group home care, temporary shelter care, runaway shelter care, specialized foster care, and temporary foster care in a residential setting.
<b>Restitution</b>	A focus on holding a juvenile accountable for their actions to the community and/or victim through a monetary payment to compensate for a victim's property loss.
<b>Restorative Justice Programs</b>	Programs that seek primarily to address or repair harm caused by an incident or offense by inviting those most impacted by the offense to participate in a process to identify and repair the harm and address unmet needs.
<b>Restorative Justice: Sentencing Circles (Peer Accountability Circles)</b>	A peer justice process to develop a plan of action that addresses concerns of interested parties to prevent future offenses and address underlying causes of negative behavior while building a sense of community and its capacity for resolving conflict and promoting and sharing common values.
<b>Restorative Justice: Responsive Circles</b>	A versatile restorative justice practice that fosters cooperation and responsibility in group situations with mutual responsibilities identified.
<b>Restorative Justice: Mediation</b>	A private, informal meeting between youth and peers or family members to resolve disputes or engage in restorative dialogue facilitated by a neutral third party.
<b>Restorative Justice: Truancy Mediation</b>	A private, informal meeting between youth, parent(s), school representatives and others to discuss and address school attendance issues, including the impacts on all of those affected, with the goal of developing a mutually agreeable plan to correct the behavior.
<b>Restorative Justice: Victim/Offender Conferencing</b>	A structured meeting between youth who committed an offense (caused harm) and victim(s) of the offense (those who were harmed). During the conference, youth hear the impact of their behavior on others, take responsibility for their actions, and work with the victim and other participants to develop a reparation agreement to repair the harm.



**CP 1: Juvenile Crime Prevention Councils and  
Community Programs Section-Funded Programs  
Minimum Standards Policy**



<b>Restorative Justice: Family Group Counseling</b>	A family-centered meeting to build partnerships within and around families to protect and support youth and other family members and advance their well-being. Agencies and community groups collaborate around critical family issues such as delinquency, runaway, placement, and re-entry, to develop a plan to address these issue(s).
<b>Risk Assessment</b>	An instrument used to determine the probability that a juvenile will commit further undisciplined or delinquent acts.
<b>Risk Factors</b>	Behaviors and/or conditions that put children and juveniles at-risk of becoming delinquent.
<b>Services</b>	The active treatment ingredient of a program; the experiential portion of the program that the juvenile is involved in that targets key risk factors and treatment needs.
<b>Services Addressing Problem Sexual Behavior:</b>	Programs or components of programs whose primary purpose is to provide evaluation and/or treatment in a manner consistent with nationally recognized standards and procedures for the management and treatment of problem sexual behavior.
<b>Specialized Foster Care</b>	A residential service that provides care for juveniles with serious behavioral or emotional problems through foster parents whose special training is designed to help them understand and provide needed support for the juveniles who are placed in their care. Emergency backup services, as needed, shall be provided by professional social workers.
<b>Structured Activities Programs</b>	Programs that offer skill-building activities in a non-residential setting. Program may offer these skills to juveniles and/or their parents for the purpose of enhancing personal enrichment, skills or abilities in a particular area.
<b>Supplanting</b>	Replacing an existing funding source with DPS JCPC funds.
<b>Teen Court</b>	A community resource for the diversion of cases in which a juvenile has allegedly committed certain offenses for hearing by a jury of the juvenile's peers, which may assign the juvenile to counseling, restitution, curfews, community service, or other rehabilitative measures.
<b>Temporary Foster Care</b>	A residential service provided by licensed foster parents for up to 60 days for a juvenile temporarily removed from their home due to family crisis or some other need for respite.
<b>Temporary Shelter Care</b>	A residential service that provides group home care and shelter, up to 90 days, for juveniles temporarily removed from their home during a family crisis.
<b>Third Quarter Accounting</b>	Documentation required of each DPS JCPC-funded program that accounts for expenditures through the third quarter of the fiscal year.
<b>Tutoring, Remedial Education Classes, or Activities</b>	Juvenile receives assistance with understanding and completing school work and/or classes or trips designed to be an enrichment of or supplemental experience beyond the basic educational curriculum.
<b>Undisciplined Juvenile</b>	(a) A juvenile who, while less than sixteen (16) years of age, but at least ten (10) years of age, is unlawfully absent from school; or is regularly disobedient to and beyond the disciplinary control of the juvenile's parent/legal guardian/custodian; or is regularly found in places where it is unlawful for a juvenile to be; or has run away from home for a period of more than 24 hours; or  (b) A juvenile who is sixteen (16) or seventeen (17) years of age and who is regularly disobedient to and beyond the disciplinary control of the juvenile's parent/legal guardian/custodian; or is regularly found in a place where it is unlawful for a juvenile to be; or has run away from home for a period of more than 24 hours.
<b>Victim</b>	Any individual or entity against whom a crime or infraction is alleged to have been committed by a juvenile based on reasonable grounds that the alleged facts are true. For purposes of Article 17 of this Chapter, the term may also include a parent, guardian, or custodian of a victim under the age of 18 years of age.

**CP 1: Juvenile Crime Prevention Councils and  
Community Programs Section-Funded Programs  
Minimum Standards Policy**



<b>Vocational Development</b>	A structured activity with an overall emphasis on preparing the juvenile to enter the work force by providing actual employment, job placement, non-paid work service ( <u>non</u> -restitution based), job training, or career counseling.
<b>Volunteer</b>	A person who, without pay, assists in the delivery of or augments services provided by paid staff.
<b>Vulnerable Juvenile</b>	Any juvenile who, while less than 10 years of age but at least 6 years of age, commits a crime or infraction under State law or under an ordinance of local government, including violation of the motor vehicle laws, and is not a delinquent juvenile.
<b>Wilderness Program</b>	A rehabilitative residential treatment program in a rural or outdoor setting.
<b>Youth Development Center</b>	A secure residential facility authorized to provide long-term treatment, education, and rehabilitative services for delinquent juveniles committed by the court to the Division.



## Appendix B: Dosage Parameters Crosswalk for JCPC-SPEP Service Types

This Crosswalk shows the relationship between the types of services which may be funded by a JCPC and the possible corresponding Specialized Program Evaluation Protocol (SPEP) service types.

This Crosswalk also shows the required length of stay and frequency of contact for JCPC funded services and the optimal target weeks and target hours for SPEP services.

SPEP Primary Services are the main focus of a program, on which the majority of service provider staff time or efforts are spent. All youth must receive this service.

SPEP Supplemental Services are other distinct services delivered by the service provider that reinforce or complement the primary service. At a minimum, 50% of the youth in the program must receive this service. Not all SPEP services will have a qualifying supplemental service.

*Note: Programs that are implementing an evidence-based program proven to be effective in reducing recidivism, and being implemented in fidelity to the model, may request that DPS allow the dosage and duration parameters of that model to be substituted for the DPS dosage and duration requirements.*

## RESIDENTIAL PROGRAMS

*Programs where services are delivered in a residential setting*

### PROGRAM TYPES

**Group Home Care:** Provides 24-hour care for a residential placement lasting six to eight months in a therapeutic or structured family-like environment for youth. Includes intervention with client's family during and after placement and targets a reduction in offending behavior and recidivism. (Length of Stay= 90+ days, Frequency of Contact=NA)

**Temporary Shelter Care:** Provides group home care and shelter (up to 90 days) for juveniles who need to be temporary removed from their homes during a family crisis.

(Length of Stay= up to 90 days, Frequency of Contact=NA)

**Runaway Shelter Care:** Provides shelter care for juveniles who have run away from home, are homeless or otherwise need short term care (15 days or less) while arrangements are made for their return home.

(Length of Stay= up to 21 days, Frequency of Contact=NA)

**Specialized Foster Care:** Provides care for youth with serious behavioral or emotional problems through foster parents whose special training is designed to help them understand and provide needed support for children who are placed in their care.

(Length of Stay= flexible, Frequency of Contact=NA)

**Temporary Foster Care:** Provides short-term (up to 60 days) emergency foster care for diverted or adjudicated juveniles who need to be temporary removed from their home during a family crisis. Foster parents have been specially trained to understand and support the youth placed in their care.

(Length of Stay= up to 60 days, Frequency of Contact=NA)

## POSSIBLE SPEP PRIMARY SERVICE CLASSIFICATIONS

**For services which may be provided in the above types. Consider the following SPEP service types whether or not the service meets the optimal dosage.**

- Individual Counseling (Optimal Target Weeks=25, Optimal Target hours=30)
- Group Counseling (Optimal Target Weeks=24, Optimal Target hours=40)
- Mixed Counseling (Optimal Target Weeks=25, Optimal Target hours=25)

*Could also have possible qualifying Supplemental Service of Behavioral Contracting/Management*

- Family Counseling (Optimal Target Weeks=20, Optimal Target hours=30)
- Family Crisis Counseling (Optimal Target Weeks=4, Optimal Target hours=8)
- Cognitive Behavioral Therapy (Optimal Target Weeks=15, Optimal Target hours=45)
  
- Behavior management (Optimal Target Weeks=24, Optimal Target hours= 72) – The total programming structure and activities of the program are all tied into a behavior management environment which consists of earning points or tokens to achieve previously set goals. A behavior management classification should not be given to programs which merely use periodic rewards or incentives to increase motivation.

*Could also have possible qualifying Supplemental Service of Mentoring, Mixed Counseling, or Remedial Academic Program*

- Social Skills Training (Optimal Target Weeks=16, Optimal Target hours=24)
- Remedial Academic Program (Optimal Target Weeks=26, Optimal Target hours=100)

*Could also have possible qualifying Supplemental Service of Job Training, Work Experience, Vocational Counseling*

## COMMUNITY DAY PROGRAMS

### PROGRAM TYPES

**Juvenile Structured Day Programs:** Programs that offer well supervised and highly structured program of service to youth. Such service may enable youth to remain in the community. Clients may be long-term suspended from school or have behavior that might otherwise result in placement in detention. Typically, this type structure serves youth who are court involved and referrals are made from juvenile court counselors. Programs can either be full day or partial day (emphasis on service in the afternoon/after school hours). It is desirable for programs to have both treatment and educational components, such as, Individual and/or Family Counseling, Substance Abuse Education/Treatment, Restitution/Community Service, Tutoring, Alternative Education, Vocational Development and Structured Activities.

(Length of Stay= Not to exceed one year without detailed documentation of need, Frequency of Contact=NA)

### POSSIBLE SPEP PRIMARY SERVICE CLASSIFICATIONS

**For services which may be provided in the above types. Consider the following SPEP service types whether or not the service meets the optimal dosage.**

- Individual Counseling (Optimal Target Weeks=25, Optimal Target hours=30)
- Group Counseling (Optimal Target Weeks=24, Optimal Target hours=40)
- Mixed Counseling (Optimal Target Weeks=25, Optimal Target hours=25)

*Could also have possible qualifying Supplemental Service of Behavioral Contracting/Management*

- Family Counseling (Optimal Target Weeks=20, Optimal Target hours=30)
  - Family Crisis Counseling (Optimal Target Weeks=4, Optimal Target hours=8)
  - Cognitive Behavioral Therapy (Optimal Target Weeks=15, Optimal Target hours=45)
  - Behavior management (Optimal Target Weeks=24, Optimal Target hours= 72) – The total programming structure and activities of the program are all tied into a behavior management environment which consists of earning points or tokens to achieve previously set goals. A behavior management classification should not be given to programs which merely use periodic rewards or incentives to increase motivation.
- Could also have possible qualifying Supplemental Service of Mentoring, Mixed Counseling, or Remedial Academic Program*
- Remedial Academic Program (Optimal Target Weeks=26, Optimal Target hours=100)

*Could also have possible qualifying Supplemental Service of Job Training, Work Experience, Vocational Counseling*



## ASSESSMENT PROGRAMS

### PROGRAM TYPES

**Clinical Assessments or Psychological Evaluations:** Clinical Evaluations and Assessments, including Psychological Evaluations to help court counselors and judges recommend the most appropriate consequences and treatment for court involved youth.

(Length of Stay= depends upon time needed to complete the assessment activity, Frequency of Contact=Not Specified)

### POSSIBLE SPEP PRIMARY SERVICE CLASSIFICATIONS

**For services which may be provided in the above types. Consider the following SPEP service types whether or not the service meets the optimal dosage.**

- None

**CLINICAL TREATMENT PROGRAMS**

*Programs in which a professional helps a juvenile and/or their families solve problems through goal directed planning. It may include individual, group, family counseling or a combination. It may have a particular focus such as sex offender treatment or substance abuse treatment. Services may be community or home based.*

**PROGRAM TYPES**

**Counseling:** A treatment technique based on one-on-one (individual) or group meetings with a therapist or counselor focusing on individual psychological and/or interpersonal problems. May include cognitive skills/life skills. Category includes family, individual, and group counseling.

(Length of Stay=Not Specified, Frequency of Contact= no less than every two weeks)

**Individual Counseling**

**POSSIBLE SPEP PRIMARY SERVICE CLASSIFICATIONS**

**For services which may be provided in the above types. Consider the following SPEP service types whether or not the service meets the optimal dosage.**

- Individual Counseling (Optimal Target Weeks=25, Optimal Target hours=30)
- Mixed Counseling (Optimal Target Weeks=25, Optimal Target hours=25)  
*Could have possible qualifying Supplemental Service of Behavioral Contracting/Management*
- Cognitive Behavioral Therapy (Optimal Target Weeks=15, Optimal Target hours=45)

**Group Counseling**

**POSSIBLE SPEP PRIMARY SERVICE CLASSIFICATIONS**

**For services which may be provided in the above types. Consider the following SPEP service types whether or not the service meets the optimal dosage.**

- Group Counseling (Optimal Target Weeks=24, Optimal Target hours=40)
- Mixed Counseling (Optimal Target Weeks=25, Optimal Target hours=25)  
*Could have possible qualifying Supplemental Service of Behavioral Contracting/Management*
- Cognitive Behavioral Therapy (Optimal Target Weeks=15, Optimal Target hours=45)

### Family Counseling

#### POSSIBLE SPEP PRIMARY SERVICE CLASSIFICATIONS

For services which may be provided in the above types. Consider the following SPEP service types whether or not the service meets the optimal dosage.

- Family Counseling (Optimal Target Weeks=20, Optimal Target hours=30)
- Family Crisis Counseling (Optimal Target Weeks=4, Optimal Target hours=8)
- Cognitive Behavioral Therapy (Optimal Target Weeks=15, Optimal Target hours=45)

**Home Based Family Counseling:** Provides short term, intensive services focusing on family interactions/dynamics and their link to delinquent behavior. Involves the entire family and is typically conducted in the home. May also include the availability of a trained individual to respond by phone or in person to crisis. The goal is to prevent delinquent and undisciplined behavior by enhancing family functioning and self-sufficiency.

(Length of Stay=six weeks to nine months, Frequency of Contact= at least three hours weekly)

#### POSSIBLE SPEP PRIMARY SERVICE CLASSIFICATIONS

For services which may be provided in the above types. Consider the following SPEP service types whether or not the service meets the optimal dosage.

- Family Counseling (Optimal Target Weeks=20, Optimal Target hours=30)
- Family Crisis Counseling (Optimal Target Weeks=4, Optimal Target hours=8)
- Mixed Counseling (Optimal Target Weeks=25, Optimal Target hours=25)  
*Could have possible qualifying Supplemental Service of Behavioral Contracting/Management*

**Substance Abuse Treatment:** In/Out-patient therapeutic services provided to juvenile offenders targeting substance abuse issues, including chemical dependency, alcoholism, and habitual or experimental use of other controlled substances. Personnel providing treatment must be licensed or certified to provide these services.

(Assumed to be the same as Counseling Services: Length of Stay=Not Specified, Frequency of Contact= no less than every two weeks)

#### POSSIBLE SPEP PRIMARY SERVICE CLASSIFICATIONS

For services which may be provided in the above types. Consider the following SPEP service types whether or not the service meets the optimal dosage.

- Individual Counseling (Optimal Target Weeks=25, Optimal Target hours=30)
- Group Counseling (Optimal Target Weeks=24, Optimal Target hours=40)



- Mixed Counseling (Optimal Target Weeks=25, Optimal Target hours=25)  
*Could have possible qualifying Supplemental Service of Behavioral Contracting/Management*
- Cognitive Behavioral Therapy (Optimal Target Weeks=15, Optimal Target hours=45)

**Addressing Problem Sexual Behavior:** Provides outpatient assessment and/or therapeutic services to juveniles with sex offenses or problem sexual behavior targeting behaviors with a clear focus on rehabilitation and accountability of the juvenile. Practiced primarily in groups, has a family focus, has designated follow-up procedures and is generally legally mandated.

(Length of Stay=1 ½ to 2 years, Frequency of Contact= weekly with declining frequency as the course of treatment concludes)

#### **POSSIBLE SPEP PRIMARY SERVICE CLASSIFICATIONS**

**For services which may be provided in the above types. Consider the following SPEP service types whether or not the service meets the optimal dosage.**

- Individual Counseling (Optimal Target Weeks=25, Optimal Target hours=30)
- Group Counseling (Optimal Target Weeks=24, Optimal Target hours=40)
- Mixed Counseling (Optimal Target Weeks=25, Optimal Target hours=25)  
*Could have possible qualifying Supplemental Service of Behavioral Contracting/Management*
- Cognitive Behavioral Therapy (Optimal Target Weeks=15, Optimal Target hours=45)

*Note: The target weeks and target hours for the above listed counseling approaches may not be sufficient for Sex Offender Treatment.*

## RESTORATIVE PROGRAMS

*Programs that offer immediate and short-term involvement with juveniles to focus on negative and/or offending behaviors with the aim of resolution of the presenting problem and extinction of behavior.*

## PROGRAM TYPES

### Restitution/Community Service

Restitution: Programs that provide opportunities for offender to be accountable for their actions to the community and/or victim(s) through forms of payments or community service work that earns money to repay the victim(s).

Community Service: A court-ordered dispositional alternative for a delinquent juvenile, consistent with the requirements of G.S.7B-2506, and entailing, on the juvenile's part, for purposes of this definition either community service to redress an injury to any person or entity that has suffered loss or damage as a result of the offense committed by the juvenile. Services should be provided for diverted and/or adjudicated youth.

(Length of Stay: Diverted youth and Teen Court referrals= no more than 6 months,

Court supervision= one year unless otherwise ordered; Frequency of Contact= minimum twice per month and no less than 8 hours per month)

## POSSIBLE SPEP PRIMARY SERVICE CLASSIFICATIONS

**For services which may be provided in the above types. Consider the following SPEP service types whether or not the service meets the optimal dosage.**

- Restitution/Community Service (Optimal Target Weeks=9, Optimal Target hours=38)

Mediation/Conflict Resolution: Programs offering a private process of negotiation conducted by a neutral, third party person, a Mediator. These programs offer immediate and short-term involvement with youth to focus on negative and/or offending behaviors. Mediation is a consensual decision-making process by parties who work towards a mutual understanding to resolve a problem or a dispute. Mediators do not counsel or give advice but facilitate communication among parties as the parties work to reach their own decision regarding resolution of their conflict. Services should be provided for diverted and/or adjudicated youth and may include victim/offender reconciliation.

(Length of Stay= No longer than 90 days, Frequency of Contact= Based upon the requirements of the program)



**POSSIBLE SPEP PRIMARY SERVICE CLASSIFICATIONS**

**For services which may be provided in the above types. Consider the following SPEP service types whether or not the service meets the optimal dosage.**

None.

*Could also have possible qualifying Supplemental Service of Restitution/Community Service*

**Note:** A component that is teaching mediation or conflict resolution skills to clients who are not also at the same time engaged in mediation sessions should be classified as a different SPEP service. Such a service is more likely to be a skill building service such as social skills training.

**Note:** In counting dosage for Mediation, phone work with the client/family prior to the mediation session is included in the contact hours as well as the mediation session. If the mediation intervention also includes a conflict resolution class for the client, count those contact hours as well.

**Teen Court:** Provides a diversion from juvenile court where trained adult and youth volunteers act as officials of the court to hear complaints. These programs make recommendations for appropriate sanctions including but not limited to community service and restitution (if applicable) to be assigned to the youth who have admitted committing minor delinquency and undisciplined complaints. Professional adult staff provides supervision of the court proceedings and any subsequent community service and/or restitution.

(Length of Stay= Not to exceed 120 days, however 60 additional days may be approved to complete sanctions; Frequency of Contact= Not Specified)

**POSSIBLE SPEP PRIMARY SERVICE CLASSIFICATIONS**

**For services which may be provided in the above types. Consider the following SPEP service types whether or not the service meets the optimal dosage.**

- None

**Note:** A SPEP classification may be considered for a Teen Court program that is directly providing a SPEP service to **ALL** of its youth (not referring it out). Possible SPEP services might include community service, conflict resolution, or possibly some other skill building service.

### STRUCTURED ACTIVITIES PROGRAMS

*Any non-residential program that provides a structured service plan of learning for the purpose of improving an individual's identified need(s) and with the purpose of improving the juveniles' (or parent's) skills or expanding their knowledge in a particular area or enhancing academic performance.*

### PROGRAM TYPES

**Mentoring:** Provides opportunities for adult volunteers to be matched with delinquent or at-risk youth on a one-on-one basis. The mentor is an individual providing support, friendship, advice, and/or assistance to the juvenile. After recruitment, screening and training, the mentor spends time with the juvenile on a regular basis engaged in activities such as sports, movies, helping with homework, etc.

(Length of Stay= Minimum 1 year, Frequency of Contact= should average 2 hours per week)

### POSSIBLE SPEP PRIMARY SERVICE CLASSIFICATIONS

**For services which may be provided in the above types. Consider the following SPEP service types whether or not the service meets the optimal dosage.**

- Mentoring (Optimal Target Weeks=26, Optimal Target hours=78)  
*Could also have possible qualifying Supplemental Service of Behavioral Management*
- Behavior management (Optimal Target Weeks=24, Optimal Target hours= 72) – The total programming structure and activities of the program are all tied into a behavior management environment which consists of earning points or tokens to achieve previously set goals. A behavior management classification should not be given to programs which merely use periodic rewards or incentives to increase motivation.

*Could also have possible qualifying Supplemental Service of Mentoring, Mixed Counseling, or Remedial Academic Program*

**Parent/Family Skill Building:** Services that focus on interactional or interpersonal issues faced by a parent(s)/family of a juvenile. This service works to develop parenting skills, communication skills, discipline techniques, and other related skills. May include sessions for parents only and/or sessions for parents and their child(ren).

(Length of Stay= Minimum 12 weeks unless implementing a model program and following model specifications, Frequency of Contact= no less than 2 hours weekly)

#### POSSIBLE SPEP PRIMARY SERVICE CLASSIFICATIONS

For services which may be provided in the above types. Consider the following SPEP service types whether or not the service meets the optimal dosage.

- Social Skills Training (Optimal Target Weeks=16, Optimal Target hours=24)

*Note: If ONLY parents are the recipients of this service then it cannot be SPEP classified. If the service includes the parent and child, drill down to see if the service is a Social Skills Training service or a Family Counseling service.*

**Interpersonal Skill Building:** Services that focus on developing the social skills required for an individual to interact in a positive way with others. The basic skill model begins with an individual's goals, progresses to how these goals should be translated into appropriate and effective social behaviors, and concludes with the impact of the behavior on the social environment. Typical training techniques are instruction, modeling of behavior, practice and rehearsal, feedback, reinforcement. May also include training in a set of techniques, such as conflict resolution or decision making, that focus on how to effectively deal with specific types of problems or issues that an individual may confront in interacting with others.

(Length of Stay= Minimum 12 weeks unless implementing a model program & following model specifications, Frequency of Contact= no less than 2 hours weekly)

#### POSSIBLE SPEP PRIMARY SERVICE CLASSIFICATIONS

For services which may be provided in the above types. Consider the following SPEP service types whether or not the service meets the optimal dosage.

- Social Skills Training (Optimal Target Weeks=16, Optimal Target hours=24)
- Cognitive Behavioral Therapy (Optimal Target Weeks=15, Optimal Target hours=45)
- Behavior management (Optimal Target Weeks=24, Optimal Target hours= 72) – The total programming structure and activities of the program are all tied into a behavior management environment which consists of earning points or tokens to achieve previously set goals. A behavior management classification should not be given to programs which merely use periodic rewards or incentives to increase motivation.  
*Could also have possible qualifying Supplemental Service of Mentoring, Mixed Counseling, or Remedial Academic Program*

**Experiential Skill Building:** Services that provide opportunities to juveniles using activities to develop skills. The activities may be highly related to the acquisition of the skill (i.e. Independent living skills training taught by having juveniles practice life skills such as laundry, washing dishes, balancing a checkbook) or may include adventure activities (such as rock climbing, rafting, backpacking, etc.) aimed at increasing self-esteem and building interpersonal skills to promote more appropriate behavior.

(Length of Stay= Minimum 12 weeks unless implementing a model program & following model specifications, Frequency of Contact= no less than 2 hours weekly)

**POSSIBLE SPEP PRIMARY SERVICE CLASSIFICATIONS**

**For services which may be provided in the above types. Consider the following SPEP service types whether or not the service meets the optimal dosage.**

- Challenge Programs (Optimal Target Weeks = 4, Optimal Target hours=60)  
*Could also have possible qualifying Supplemental Service of Group Counseling*

**Tutoring/Academic Enhancement:** Services intended to supplement full time academic program by providing assistance with understanding and completing schoolwork and/or classes. May also provide trips designed to be an enrichment of or supplemental experience beyond the basic educational curriculum.

(Length of Stay= Minimum of 20 weeks, Frequency of Contact= No less than 2 hours/week.)

**POSSIBLE SPEP PRIMARY SERVICE CLASSIFICATIONS**

**For services which may be provided in the above types. Consider the following SPEP service types whether or not the service meets the optimal dosage.**

- Remedial Academic Program (Optimal Target Weeks=26, Optimal Target hours=100)  
*Could also have possible qualifying Supplemental Service of Job Training, Work Experience, Vocational Counseling*

**Vocational Development:** The overall emphasis focuses on preparing the juvenile to enter the work force by providing actual employment, job placement, non-paid work service (non-restitution based), job training or career counseling. These programs provide training to juveniles in a specific vocation, career exploration or career counseling, and/or job readiness.

(Length of Stay= Minimum 12 weeks unless implementing a model program and following model specifications, Frequency of Contact= no less than 2 hours weekly)

**POSSIBLE SPEP PRIMARY SERVICE CLASSIFICATIONS**

**For services which may be provided in the above types. Consider the following SPEP service types whether or not the service meets the optimal dosage.**

- Vocational Counseling (Optimal Target Weeks=25, Optimal Target hours = 40)  
*Could also have possible qualifying Supplemental Service of Remedial Academic Services*
- Job Training (Optimal Target Weeks=25, Optimal Target hours=400)  
*Could also have possible qualifying Supplemental Service of Remedial Academic Services*
- Job Placement (Optimal Target Weeks=26, Optimal Target hours=520)



*Could also have possible qualifying Supplemental Service of Remedial Academic Services*

**END of Appendix B: Dosage Parameters Crosswalk for JCPC-SPEP Service Types.**



## Appendix C: Associated Forms

Please use this link to access the forms listed below:

Note: Unless otherwise stated below, forms with "NCALLIES" within the title indicates this document is completed within NCALLIES and not a hard copy form.

DPS 13 001	DPS Conflict of Interest Policy Statement
DPS 13 001b	DPS Conflict of Interest Policy Template for JCPCs
DPS 13 001c	Conflict of Interest Disclosure Form for JCPCs
JCPC/PO 003	DPS JCPC and Community Programs Funded Programs Minimum Standards Acknowledgement Statement
JCPC/PO 002	Community Programs Risk Assessment for JCPC Programs
JCPC/PO 001	Contract for Professional Services Template
JCPC/EA 001	Program Volunteer Application Template
	Final Accounting Form-NCALLIES
	Supplemental Information Form-NCALLIES
	Equipment Inventory Form-NCALLIES
JCPC/OM 001	Court Counselor Review and Comment Report
	Form JCPC/OM 003Monitoring Review Report for All Programs
Form 003B	JCPC/OMMonitoring Review Report for All Programs, Financial Matters Worksheet
Form 003C	JCPC/OM The Fiscal Review Worksheet
Form 003D	JCPC/OMMonitoring Review Report Supplement - Assessment Evaluation Services
Form 003E	JCPC/OMMonitoring Review Report Supplement - Services Addressing Problem Sexual Behavior
Form 003F	JCPC/OMMonitoring Review Report Supplement - Home Based Counseling Services

**CP 1: Juvenile Crime Prevention Councils and  
Community Programs Section-Funded Programs  
Minimum Standards Policy**



Form 003G	JCPC/OMMonitoring Review Report Supplement - Counseling Services
Form 003H	JCPC/OMMonitoring Review Report Supplement - Structured Day
Form 003I	JCPC/OMMonitoring Review Report Supplement - Residential Services
Form 003J	JCPC/OMMonitoring Review Report Supplement - Mediation
Form 003K	JCPC/OMMonitoring Review Report Supplement - Restitution/Community
Form 003L	JCPC/OMMonitoring Review Report Supplement - Teen Court
Form 003M	JCPC/OMMonitoring Review Report Supplement - Structured Activities Programs
Form 003N	JCPC/OMMonitoring Review Report Supplement - Mentoring Services
JCPC/OM 004	JCPC Monitoring Report and Confidentiality Statement
JCPC/OM 006	JCPC New Program Manager Orientation Form
JCPC/OP 002(a)	JCPC Certification-NCALLIES or a hard copy is acceptable. No Overdue Tax Debt Form NCALLIES
JCPC/PA 003	JCPC Multi-County Agreement-NCALLIES
JCPC/PR 001	JCPC Program Agreement Revision-NCALLIES
JCPC/PR 002	JCPC Multi-County Agreement Revision-NCALLIES
JCPC/TQ 001	Third Quarter Accounting Form-NCALLIES
JCPC/WA 002	Community Service Worksite Agreement
JCPC/WR 001	Community Service Worksite Inspection Form NC DPS Juvenile Justice/JCPC Universal Referral Form

## **Appendix D: Digital Client Records**

Use of digital client records systems are permitted following the below guidelines.

1. Digital client record systems must be web based, accessible via internet with web browser and available for users on a 24/7 basis. All functions of the electronic client record system must be fully operational on a continuous basis except for short periods during system updates, with technical assistance provided from/through the system vendor.
2. Each client record created by the program within its digital client records system must contain the same required elements and content, as paper client records as described within these policies and procedures.
3. The program must maintain security, confidentiality, accuracy and integrity of each client record at all times to a degree no less than that required for paper client records.
4. Client record entries shall be authenticated by the individual who made or authorized the entry.
5. The program will not be required to maintain a paper copy of the electronic record; however, signed consent forms and other signed documents initiated on paper shall be preserved as a digital copy and its existence and location shall be noted in the digital record.
6. Digital client records shall at all times be maintained in a legible and retrievable form, including adequate data back-up.
7. In the event of a power outage or system connectivity problem, the program shall utilize hard copy documentation. When the digital client record system is once again operational, all paper documentation must be entered into the system as soon as feasible (no later than 5 calendar days).
8. The program shall immediately remove system user access/rights of any authorized user upon that individual's termination or conclusion of employment.
9. Each client record shall be available for inspection upon request by the area consultant.



## Appendix E: JCPC Policy and Procedures Index

OPERATIONS	JCPC Policy
<p><b>Juvenile Crime Prevention Council (JCPC) Operations</b>            Membership and Conflict of Interest            Duties            Meetings            JCPC Certification Process            Funding/RFP            Planning            Accountability            Disposal and/or Transfer of JCPC purchased equipment            Monitoring (Also see 3)</p>	1
<p><b>Program Operational Requirements</b>            Required Agency Policies            Staff Employment            Criminal Background Checks (Also see Program Specific Policies 13-22)            Licensure and Credentialing (Also see Program Specific Policies 13-22, as applicable)            Staff Training (Also see Program Specific Policies 13-22)            Organizational Employment Practices            Contract for Professional Services            Juvenile Records and Required Forms            Field Trips and Overnight Events            Availability of Services            Wilderness Adventure Programs and High-Risk Activities</p>	2
<p><b>Program Oversight and Monitoring</b>            JCPC Monitoring Procedures            JCPC Monitoring Committee            DPS Area Consultant Monitoring Procedures            Program Standard Violation (Non-Critical and Critical Program Standard Violations)            Corrective Action Plan (Critical Program Standard Violations)            Misuse or Theft of State Property Expenditure Ledger Reports (Also see 7)            Required Monitoring Program Reports (Also see 4)</p>	3
<p><b>Program Reporting Requirements</b>            Communication – JCPCs, Referring Agencies, and the Department            Monitoring (Also see 3)            Fiscal Reports (Also see 7, 8, 9)            Client Tracking            Program Evaluation</p>	4
<p><b>Program Accountability - CRITICAL STANDARDS</b>            Liability Insurance            Juveniles' Safety and Protection            Firearms and Other Weapons            Emergency Planning            Religious Activities            Behavioral Management            Solicitation of Funds and Permission Requirements - Juvenile Publicity            Photographs of Juveniles            Alcohol and Other Drug Possession            Visits to Private Residence            Licensure/Certification Requirements and Notifications (Critical Program Standard</p>	5

**CP 1: Juvenile Crime Prevention Councils and  
Community Programs Section-Funded Programs  
Minimum Standards Policy**



<p><b>Program Eligibility for Funding</b> JCPC Program Agreement/Multi-County JCPC Program Agreement Cash Match and In-Kind Match Prison Rape Elimination Act (PREA)</p>	6
<p><b>FISCAL ACCOUNTING AND BUDGETING</b></p>	<p><b>JCPC Policy</b></p>
<p><b>Audit Requirements</b> County Finance Responsibilities Disbursements Fiscal Records and Segregation of Duties Conflict of Interest</p>	7
<p><b>Third Quarter Accounting Process</b> Program Manager Responsibilities JCPC Program Agreement Revision (Also see 11) JCPC Chairperson Responsibilities County Finance Officer Responsibilities DPS Area and State Office Responsibilities</p>	8
<p><b>Final Accounting Process</b> County Responsibilities Program Responsibilities Final Accounting and Multi-County Final Accounting Annual Detailed General Ledger Supplemental Information Equipment Inventory End of Year Refunds Transfer and Disposal of Equipment</p>	9
<p><b>Program Agreement Local and Department Approval Process</b> Signature Requirements Request for Proposals (Also see 1) County Funding Plan Funding Review Procedures County Board of Commissioners Responsibilities Grievance Process for Funding Decisions Submission Timelines Process for Program Agreements Approved or Not Approved for Funding</p>	10
<p><b>Program Agreement Revision Approval Process</b> Budget Adjustments Service Delivery Changes Third Party Payments Discretionary Funds Process Eligibility Requirements for Discretionary Funds Submission Timelines</p>	11



<b>PROGRAM SERVICES</b>	
<p><b>Clinical Evaluation and Psychological Assessment Programs</b></p> <p>Availability of Services Dosage and Duration Target Population Referrals, Admissions, and Terminations After Care Plan Licensures Requirements Staffing Requirements – Program and Volunteer Staff Orientation and Training Requirements</p>	12
<p><b>Services Addressing Problem Sexual Behavior</b></p> <p>Services Provided/Interventions Dosage and Duration Capacity and Juvenile to Staff Ratio Target Population Referrals, Admissions and Terminations Required Individual Needs Based Treatment Plan After Care Plan Staffing Requirements – Program and Volunteer Staff Orientation and Training Requirements Treatment Philosophy for Management and Treatment</p>	13
<p><b>Home-Based Family Counseling</b></p> <p>Services Provided Dosage and Duration Capacity and Juvenile to Staff Ratio Target Population Referrals, Admissions and Terminations Appropriate/Inappropriate Referrals After Care Plan Staffing Requirements – Program and Volunteer Staff Orientation and Training Requirements</p>	14
<p><b>Counseling Programs</b></p> <p>Dosage and Duration Capacity and Juvenile to Staff Ratio Target Population Referrals, Admissions and Terminations After Care Plan Staffing Requirements – Program and Volunteer Staff Orientation and Training Requirements</p>	15
<p><b>Juvenile Structured Day</b></p> <p>Services Provided Availability of Services Dosage and Duration Capacity and Juvenile to Staff Ratio Target Population Referrals, Admissions and Terminations After Care Plan Compliance Educational Oversight and Collaboration</p>	16

**CP 1: Juvenile Crime Prevention Councils and  
Community Programs Section-Funded Programs  
Minimum Standards Policy**



Staffing Requirements – Program and Volunteer Staff Orientation and Training Requirements	
<p><b>Residential Programs</b></p> Availability of Services Dosage and Duration Capacity and Juvenile to Staff Ratio Target Population Referrals, Admissions, Terminations After Care Plan Staffing Requirements – Program and Volunteer Staff Orientation and Training Requirements Training for Specialized Foster Care Parents Staff and Separate Residence Staff Residing in Group Home	17
<p><b>Mediation/Conflict Resolution</b></p> Services Provided Dosage and Duration Capacity and Juvenile to Staff Ratio Target Population Referrals, Admissions, and Terminations Staffing Requirements – Program and Volunteer Staff Orientation and Training Requirements	18
<p><b>Restitution</b></p> Services Provided Dosage and Duration Capacity and Juvenile to Staff Ratio Target Population Referrals, Admissions, and Terminations After Care Plan Restitution and Community Service Grid Supervision of Juveniles Community Service Worksite Requirements Staffing Requirements – Program and Volunteer Staff Orientation and Training Requirements	19
<p><b>Teen Court</b></p> Services Provided Dosage and Duration Capacity and Juvenile to Staff Ratio Supervision of Juveniles Target Population Restitution, Community Service Community Service Worksite Requirements Jury Duty Referrals, Admissions, and Terminations After Care Plan Staffing Requirements – Program and Volunteer Staff Orientation and Training Requirements	20
<p><b>Skill Building</b></p> Services Provided	21



**CP 1: Juvenile Crime Prevention Councils and  
Community Programs Section-Funded Programs  
Minimum Standards Policy**



Dosage and Duration Capacity and Juvenile to Staff Ratio Target Population Referrals, Admissions, and Terminations After Care Plan Staffing Requirements – Program and Volunteer Staff Orientation and Training Requirements	
<b>Mentoring Programs</b> Services Provided Dosage and Duration Individual and Couple Mentors Capacity and Juvenile to Staff Ratio Supervision of Mentors Target Population Referrals, Admissions, and Terminations After Care Plan Staffing Requirements – Program and Volunteer Staff Mentor Retention Orientation and Training Requirements	22

## Appendix F: Financial & Board Governance Considerations and Requirements

### FINANCIAL CONSIDERATIONS

#### I. Policies and Procedures

Written policies and procedures codify management's criteria for executing an organization's operations. They document business processes, personnel responsibilities, departmental operations, and promote uniformity in executing and recording transitions. Thorough policies and procedures serve as effective training tools for employees. Organizations must maintain current up-to-date Board approved policies and procedures for its internal operation processes. Policies and procedures approved by the Board must be recorded in meeting minutes.

#### II. Maintain an Approved Budget

Organization must prepare a detailed annual budget to establish expense guidelines. Record and allocate expenses to expense accounts in the same manner in which they were budgeted. Annual budgets must be approved by the Board.

#### III. Segregation of Duties

Organizations must implement a system of checks and balances monitored, at least quarterly, by their Board. This system will decrease the likelihood of errors and irregularities. Different staff must be given responsibility for authorizing and recording transactions and for maintaining custody of assets. Board approved policies and procedures must be implemented that will identify appropriate staff member with the responsibility for the payment of invoices, writing checks, and reconciling the bank statements. This will ensure that segregation of duties is identified in policy and in practice. Utilizing Board members as a part of these processes will reduce the level of risk within the organization.

#### IV. Conflict of Interest

Many organizations have conflict of interest policies in place. These policies call for employees and officers to disclose any interest they have with companies doing business with the organization. Any contracts entered into with the related parties must be reviewed and approved by board members and officers not involved in the transactions. Familial relationships within the organization and with members of the board must be disclosed. When a conflict has been disclosed, Board approved policies must describe Board actions to address the disclosed conflict. Non-profits must upload, in NCALLIES, the *Not for Profit DPS Conflict of Interest Policy Statement (Form DPS 13 001)* and the agency's conflict of interest policy when applying for DPS funds.

**Note: Failure to disclose any conflict of interest transaction that exists or is potential within a private, nonprofit entity may result in the cessation of any further DPS State funds.**

## **V. Controls over Cash Receipts**

Organizations must assign someone unrelated to the accounting process to open the mail, restrictedly endorse all incoming checks, and prepare a list of the checks received. This list should be compared to deposits made. A nonprofit may receive numerous cash receipts (such as registration fees at an event or Sunday collections at a church), two or more people must handle and count the cash receipts and certify the total together. The individual opening the mail may make the deposits at the bank.

## **VI. Controls over Expenditures**

Organizations are required to track its source of funds by description, cost center, company code, and activity or by program. Additionally, the following information must be maintained to support purchases or expenditures made:

- Invoices
- Contract agreements
- Time records and Payroll (see following section)
- Lease/rental agreements
- Journal entries (where applicable)
- Invoices/receipts must be maintained to support any reimbursement process utilized by the organization.

## **VII. Controls over Time Records and Payroll**

Hours worked by all paid staff, within the program, must be maintained and shown on implemented timesheets. Organizations with staff working with multiple programs must implement a timesheet that tracks time for each program separately. Each time record must be signed and dated by the staff submitting the time record. Additionally, each time record must also include the approval signature(s) and date(s) of staff approving the time record for payroll. Titles of approving staff must follow the Board approved policies that describes this process. Maintenance of files for each full-time staff, part-time staff, volunteers, interns, and contractor(s) must be in compliance with *DPS JCPC Policy 2 Operational Requirements*.

## **VIII. Bank Statements Review and Reconciliation**

Reviewing and reconciling bank statements will reveal any unusual cash disbursements or evidence of check fraud. Bank statement and correspondence received, must be reviewed by someone outside of the accounting function. This will allow an extra set of eyes to review these critical documents. This review process also ensures that the organization has cash on hand for daily financial activities, if approved by the Board.

## BOARD GOVERNANCE REQUIREMENTS

### IX. Policies and Procedures

Organizations must implement Board approved policies and procedures that incorporates all areas within the organization and that identify the roles and responsibilities of the Executive Director, Board Chair, Vice-Chair, Treasurer, and Board Secretary. Bylaws, policies and procedures must be updated, when changes occur, to identify how officers will execute their duties as Board members, clearly reflecting the chain of command within the organization. Policies and procedures must demonstrate the decentralization of authority with respect to the decision-making processes in the organization and the role of the Executive Director. To align with Best Practices and avoid any appearance of a conflict of interest, it's recommended for a Board Chair and/or Board Treasurer to not have responsibilities as the Program Manager and/or Program Fiscal Officer in a DPS program agreement. If approved by a Board, for members of their governing body for the non-profit to have identified staff roles, see *Conflict of Interest* section of this document.

### X. Board Bylaws and Board Composition Requirements

It is highly recommended that the Board implement bylaws to identify new Board composition requirements. The Board must enforce bylaws regarding Board composition to ensure the continuity of overall policies and procedures to effectively manage the organization. It is also highly recommended that Board responsibilities include recruiting new Board members, selecting and appointing the Executive Director, governing through Board approved policies and procedures, and acquiring sufficient resources for operations. The Board should demonstrate the ability to recruit new members whenever vacancies occurs. ***North Carolina General Statute § 55-8-03.***

### XI. Annual Budget

Ensure the governing body is responsible for reviewing and approving the annual budget, key financial transactions, and compensation practices, and fiscal and governance policies. Board involvement with the financial process is required.

### XII. Board Oversight of Leadership

The Board must hire, oversee, and annually evaluate the performance of the Chief Executive Officer and/or the Executive Director of the organization, and must conduct such an evaluation prior to any change in that officer's compensation, unless there is a multi-year contract in force or the change consists solely of routine adjustments for inflation or cost of living.

### XII. Employment Policies and Procedures

It is highly recommended that the Board approve updated employment policies and procedures to include supervisory responsibilities and job descriptions for full-time staff, part-time staff, volunteers, interns, and contractor(s) that outline key functions of each position. It is also highly recommended that the Board develop and implement a standardized criterion for reviewing and verifying a state and national criminal history and, reference checks of prospective full-time staff, part-time staff, volunteers, interns, and



contractor(s) and documenting that these have been performed and properly filed. As a further recommendation, Boards often repeat criminal background checks and DMV reviews (when transporting youth) periodically to ensure proper risk management of all full-time staff, part-time staff, volunteers, interns, and contractor(s).

The Board must periodically review organizational and governing documents to ensure the organization complies with the guidelines that have been established. Information concerning duties of the Board and its officers, along with information concerning their roles and responsibilities, can be found on the North Carolina Center for Nonprofits web site at: <https://www.ncnonprofits.org> and <http://www.bbb.org/us/Charity-Standards>.

**Note: *The establishment of internal control procedures is the best deterrent to internal fraud and embezzlement. Please contact DPS Internal Audit if interested in assistance establishing or reviewing your procedures. Board member involvement in many of the internal functions of the organization is strongly encouraged.***

**All DPS funded organizations must be in compliance with DPS JCPC Policy and Procedures Minimum Standards located at: <https://www.ncdps.gov/juvenile-justice/community-programs/juvenile-crime-prevention-councils/jcpc-policies-forms>.**