



Exhibit 1: Scope of Services
Group Home (GH) Contract
with the Division of Milwaukee Youth Protective Services (DMCPS)

Contract Period: January 1, 2023 – December 31, 2023

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Program Overview

The primary purpose of Group Home (GH) placements is to provide treatment, needs, and physical placement to youth receiving case management services through one of the Contracted Case Management Agencies of the Division of Milwaukee Youth Protective Services (DMCPS). These services are provided to youth subject to jurisdiction of Wis. Stat. ch. 48 who are placed in an out-of-home care (OHC) placement when the youth cannot be safely maintained in the home of their family of origin.

Placement of youth in a group home is expected to be short-term to address specific needs of the youth. All placements must be authorized by the youth's Youth Welfare Case Manager and approved through the youth's Court Order. The Contractor must follow all licensing requirements according to Ch. DCF 57, Adm Code. The Contractor's license must be in good standing with the Wisconsin DCF Youth Welfare Licensing Section and the Contractor must hold a contract with DMCPS for the placement and care of youth served by DMCPS. The Contractor must provide a safe and high-quality group home for all youth served in that home. While placement in a group home is a congregate care setting, it is imperative that the environment where the youth is living be as home-like as possible to promote normalcy for youth who have experienced the trauma of a removal from their families of origin.

Youth Well-Being

Physical Environment

The home must be clean, well maintained, and nurturing for the youth in placement. This can include ensuring that there are adequate furnishings in the home, that it is sensory-friendly, and that it looks like a home-like environment.

Food Policy/Availability

The Contractor will ensure that a four-day supply of various nutritious foods is available to meet the needs of the total number of youth for which the home is licensed for, to include daily meals and snacks. The Contractor will make reasonable efforts to consider and accommodate:

- 1) Religious/cultural beliefs and values
- 2) Dietary restrictions
- 3) Past trauma history of the youth in care

The group home must publish and post within the home a menu of planned meals for each week where there are youth living there. The group home should allow youth access to food and beverages in a manner that is most home-like and least restrictive. The group home shall not have all food locked and unavailable to the youth at any point in the day.

Provisions

The Contractor will, at a minimum, provide youth with essentials. The Contractor will provide and replenish personal hygiene products for the youth, bus tickets or transportation, when necessary, and an allowance or spending money, etc. The Contractor shall have a policy outlining what they provide to youth and when.

Clothing

The Contractor will ensure that youth are adequately clothed during their stay. Youth at the group home may maintain their own clothes, but the Contractor must ensure that an emergency supply of appropriate, clean, and weather appropriate clothing (undergarments, coats, hats, gloves, etc.) is available to youth who do not have an adequate supply of their own clothing. If the group home decides to not maintain an emergency supply, it will be the responsibility of the group home to purchase clothes for the youth upon placement in their home. The youth will maintain possession of these items of clothing when they discharge from the group home.

Promoting Normalcy

The Contractor shall use the Reasonable and Prudent Parenting (RPP) Standard (<https://dcf.wisconsin.gov/files/cwportal/policy/pdf/memos/2017-27.pdf>) in decision making as it relates to an activity of a youth in their care. These RPP decisions often relate to the safety, extracurricular, social, and age-appropriate developmental activities that are in the best interest of the youth. The RPP Standard also must consider decisions related to the youth/family's cultural, religious, and tribal values. The Contractor will use RPP to make decisions about a youth's day or overnight passes and shall discuss with the Contracted Case Management team when appropriate.

Note: The Contractor must account for the youth's safety while on a pass and shall document internally where and when the youth left, what the youth will be doing on their pass, and where/how the youth can always be reached.

Programmatic Elements

Available Programming

The Contractor shall accept youth with treatment needs that match programming available in the home. All programming should be provided in accordance with the Wisconsin Youth Welfare Model for Practice (<https://dcf.wisconsin.gov/cwportal/model>).

The group home shall offer appropriate programming, including, but not limited to:

- 1) Mental and behavioral health intervention;
- 2) Independent living skill development;
- 3) Support for youth to encourage healthy peer relationships;



- 4) Connection to community resources for recreational activities, health care and other services for youth;
- 5) Programming that focuses on the needs of youth in various stages of social physical, healthy growth, and development, addressing age-appropriate factors such as social development, academic achievement, positive recreational activities, essential life skills, choosing healthy relationships, job training and employment skills deemed appropriate.

Note: The Contractor does not need to provide all services directly to the youth in placement. The youth's treatment and case plan may address the services and be provided outside the facility.

Supervision of Youth

There shall be appropriate adult supervision, nurturing and effective engagement of youth in programming. The Contractor will ensure that youth are supervised 24 hours per day, 7 days per week except when adhering to Wis. Stat. § 48.383 (Reasonable and Prudent Parenting Standards).

Treatment Planning

The Contractor must follow all treatment planning requirements of their license and as required by law. The youth's treatment care plan will be provided timely to the parent/guardian and the youth's Child Welfare Case Manager. This plan must also be available upon request of any of the parties listed previously. The Contractor must create and maintain open and supportive communications among all parties legally involved in the care and planning for a youth's interests, to reach a final goal of permanence for youth in out-of-home care.

All youth shall receive crisis intervention and safety planning if determined necessary by their care plan or requested by the youth's Contracted Case Management team.

The Contractor will be responsible for providing written progress reports monthly for each youth in care under this contract and for providing these reports to the youth's family and the youth's Contracted Case Management team. Each report is due by the 10th day of each month for any youth that was in contractor's care for ten or more days in the prior month.

The report must provide a response to the following questions/topics:

- 1) The youth's education status, highlighting any recent accomplishments, setbacks, or concerns in relation to learning or the school environment;
- 2) Whether the youth has experienced any sudden, unusual changes in behavior, any specific progress related to the youth's treatment, or any recent changes or related issues of concern;
- 3) The youth's progress towards discharge;
- 4) The youth's level of engagement in services.



Note: This report is not limited to the information listed above and may include as much information as the Contractor feels is necessary to convey the youth's status to the Youth Welfare Case Manager.

Adherence to DCF/DMCPS Transformation

The Contractor must comply with all applicable Family First Prevention Services Act (FFPSA) and Youth Welfare Transformation policies and procedures as required by DCF and/or DMCPS. Preference for placement may be given to Contractors who comply with FFPSA requirements and are certified as Qualified Residential Treatment Programs (QRTP) by DCF.

During a youth's placement in the group home, the Contractor will arrange for, encourage, support, and cooperate in assisting the youth to maintain contact with family through regular visitation and family interaction as required in the court order, permanency plan, case plan, and direction from the youth's Youth Welfare Case Manager.

Promoting Normalcy

To create normalcy and maintain relationships for youth, it is a requirement that the Contractor plan and execute additional opportunities for the youth to connect with their family, friends, and communities. The Contractor shall maintain documentation of the youth's visits with their family, to include any siblings of the youth. If visits with the youth's family are not going to occur at the home, the Contractor shall maintain documentation of frequency, schedule, location, and whether the visits occurred.

Transportation

The Contractor must provide or arrange transportation to and from all medical/mental health/dental appointments, all court-ordered services, school, and other community-related activities. If youth are working on developing independent living skills, it may be a requirement for them to utilize public transportation (or something similar), but only if it is included in the youth's treatment/independent living plan and is consistent with their demonstrated level of responsibility. It is the Contractor's responsibility to provide the youth with the skills and resources for transportation. Contractor must have documentation available upon request as it relates to the means of transportation used by youth placed at the facility

Mobile Phone and Internet Use Policy

The Contractor must establish a written policy regarding youth possession and use of mobile phones. This policy must be provided to DMCPS Contract Administrator within 30 days of the signing of this contract. The policy must identify:

- 1) What happens when a youth possessing a mobile phone is brought to the facility for admission?
- 2) When the youth may or may not have or utilize the device.



- 3) When and where the device will be stored or charged, and how it will be secured from theft or misuse by others when not in possession of the youth.
- 4) How the Contractor will ensure privacy of other youth in the facility given the recording and photographic capabilities of most mobile phones.
- 5) How will the contractor ensure the youth does not use the mobile device to contact unsafe individuals or others who the Youth Welfare Case Manager has advised should not be contacted.
- 6) Whether the Contractor offers Wi-Fi / Internet access to youth and how such access is overseen or managed.

Agency Requirements

Placement Referrals

Placement referrals are generally sent by the Contracted Case Management agency for each youth. The Contracted Placement Referral Unit (PRU) will provide options for the Contracted Case Management agency based on need of the youth and will attempt to make placement matches. Only DMCP's contracted partner for the Placement Referral Unit (PRU) can approve placement referrals for group homes, which must also be authorized by the youth's Youth Welfare Case Manager.

The Contractor will review each referral it receives for appropriateness for placement. The Contractor will consult with the Contracted Case Management agency when there are concerns.

It is a requirement that each newly licensed group home to develop a plan for the acceptance of youth (applicable for new group homes contracted with DMCP's) to be submitted to the DMCP's Contract Administrator.

Wraparound Placements

The Contractor may accept placements made directly by Wraparound for youth under a CHIPS Dispositional Order. For these placements, the Wraparound program is responsible for payment of Wraparound placements. The Contractor cannot refuse placement solely because a youth is involved, or will become involved in the future, with the Wraparound program. The Contractor is not required to become an "in-network" provider for Wraparound but is encouraged to seek a Wraparound contract so that Wraparound payments may be timely processed.

Acceptance of Youth into the Group Home

The Contractor must always ensure a single point of contact for placement coordination. The Contractor must be available for placement between the hours of 8:00 a.m. and 5:00 p.m. Monday through Friday. If the Contractor wishes to be available for after-hours referrals, the Contractor should develop an afterhours contact and share the information with DMCP's and

the PRU. The Contractor must respond to the referring agency for all placement referrals within 1 business day of receipt of referral to accept or deny placement, or to ask for more information about the youth. The Contractor is required to track all denials for placements with a focus on reason(s) for the denial and submit this information to the PRU monthly.

The Contractor may accept or deny placement referrals in accordance with the needs of the referred youth or youth in their care. Placement denials shall focus on specific reasons, including, but not limited to the following:

- 1) Needs of the youth are greater than the staff in the Contractor's home can safely manage. The Contractor must describe the specific needs that they are unable to meet.
- 2) The youth does not fit within the age requirements that can be placed at the home.
- 3) The histories and experiences of a youth already placed at the facility are contrary to the best interests of the youth seeking placement (i.e. youth is a member of a rival gang).
- 4) Case management team has not appropriately coordinated placement (i.e., Case Manager or representative of case management agency does not have the placement folder ready and available with any consents and resources needed to create a smooth transition for the youth)

Placement Holds

DMCPS may place facilities "on hold" for new placement referrals for reasons including, but not limited to, the following:

- 1) New allegations of maltreatment in the home
- 2) Identification of placement danger threat(s)
- 3) Concerns with the quality of care provided to residents
- 4) Financial instability of entity

If DMCPS places a "hold" on a specific home, it DMCPS Contract Administrator will notify the Contractor via email of this decision.

Note: Entering a Contract with DMCPS does not guarantee placement of youth.

Placement Disruptions

The Contractor shall provide a written 30-day notice for any youth for which they are asking removal to allow for appropriate planning and transition for the youth. It is recommended that for each 30-day request there has been clear and consistent communication with the assigned Child Welfare Case Manager to attempt to plan for any potential disruption. Immediate and 15-day removal requests will need to be staffed with DMCPS representative or Program Manager of Ongoing Agency.

The Contractor will be responsible for documenting the following related to all youth once they are discharged.



- 1) The length of stay in the group home from placement to discharge
- 2) Where the youth is discharged to, e.g., birth home, foster home, treatment foster home, another RCC, group home, or that the youth is missing from care, etc.
- 3) Specific rational detailing discharge reason(s)

Workforce

The Contractor's workforce should be culturally competent and able to support the youth in their diverse cultural and lifestyle backgrounds. Cultural competency training is required for all staff in compliance with Wisconsin's Executive Order 1¹ and Executive Order 59².

The Contractor must establish and provide to DMCPSC Contract Administrator a written statement explaining whether and how Group Home staff may be visually identified and distinguished from Group Home residents by a third party entering the facility. For example, a statement may explain that there is in place a policy calling for all staff to wear photo-ID badges on a lanyard or clip, or for all staff to wear a corporate logo shirt in a certain color identifying them as staff of the group home. If no policy exists and staff are not distinguishable from residents by a third party entering the facility, the Contractor shall provide a written statement indicating such to DMCPSC.

Training Required

The Contractor must provide the following trainings for their staff upon hire, and at specified times during employment:

- 1) Training on positive behavioral interventions, which excludes the use of physical discipline and corporal punishment, must be provided to all direct care staff during each licensing period.
- 2) Training on the dynamics of high-risk behavior and its prevention and management must be provided to all direct care staff during each licensing period.
- 3) Training regarding the prevention of maltreatment while a youth is in their care.
- 4) Training detailing protocols for staff regarding mandated reporting of youth abuse or neglect.
- 5) Training related to medical neglect and procedures or programs, or both to provide for the:
 - a) Coordination and consultation with individuals designated by and within appropriate health-care facilities.
 - b) Prompt notification by individuals designated by and within appropriate healthcare facilities of cases of suspected medical neglect.

¹ https://docs.legis.wisconsin.gov/code/executive_orders/2019_tony_evers/2019-1.pdf

² https://docs.legis.wisconsin.gov/code/executive_orders/2019_tony_evers/2019-59.pdf



- c) The agency must continually improve the skills and qualifications of the direct line and supervisory staff providing services to youth by participating in continuous quality improvement initiatives within their agency.

Information about trainings shall be made available for the DMCPSC Contract Administrator upon request. The Contractor must be able to provide information to DMCPSC Contract Administrator as it relates to implementation of methods, strategies, skills given at training.

Reporting Serious Incidents

The contractor must submit a serious incident report within 72 hours of the incident occurring. This should also be sent over to your licensor for review. Serious incident reports should be completed anytime law enforcement is contacted, including interactions with police, ambulance, EMT, etc. After DMCPSC receives the serious incident report, there may be a site visit (announced or unannounced) that occurs depending on the severity of the incident by the DMCPSC Contract Administrator.

Missing from Care

In accordance with [DMCPSC Missing from Out-of-Home Care Policies](#), there are critical steps that must be taken if a youth enters missing from care status while placed at a group home. When a youth goes missing from care, it is the responsibility of the Contractor to file a missing persons police report within 12-24 hours (timeframe dependent upon vulnerability of the child). If the youth is critically missing (i.e., cognitive delayed, medically impaired) this should be reported to the nearest police district immediately. If the youth is a victim of sex trafficking, this information must also be shared with the police.

The Contractor must reach out to Child Welfare Case Manager via email immediately, to share information about the youth's missing status. The Contractor shall also provide information to the parent(s)/guardian(s) about the youth's status at this time.

Youth that go missing from care frequently, or for extended periods of time, will need to be staffed with a representative from the youth's case management team, and the Contract Administrators at DMCPSC for Group Home and Case Management Agencies to discuss prevention/ intervention.

Upon return to placement, the Contractor must evaluate the youth for additional programming needs or specific interventions and must communicate this information with the youth's Child Welfare Case Manager. There are additional requirements for the Case management agency when a youth returns from missing status, so it is imperative that the Contractor notify the youth's Child Welfare Case Manager immediately upon the youth's return.

Youth Safety While in Placement

DMCPS supports a child protection system that is comprehensive, youth-centered, family-focused, and community-based; incorporates all appropriate measures to prevent the occurrence or recurrence of youth abuse and neglect; and promotes physical and psychological recovery and social re-integration in an environment that fosters the health, safety, self-respect and dignity of the youth.

While in the group home, youth shall be protected from potential threats to their safety, both in or out of the home, to the best of the Contractor's ability.

In the group home, the use of physical restraints and corporal punishment is prohibited, except in the event of an emergency as defined by Ch. DCF 57, Adm Code licensing guidelines. Any restraint policies must be approved by DMCPS at the beginning of each contract period. The Contractor shall not utilize any physical restraint unless the Contractor's policy has been approved by DMCPS. An exception from DCF on the Contractor's license for physical restraint does not equal approval from DMCPS.

Reporting Maltreatment

If staff at the group home witness alleged maltreatment regarding a youth in their care, they must follow the group home's procedures to report the alleged maltreatment to the Division of Milwaukee Youth Protective Services Intake (414-220-SAFE)

(<https://dcf.wisconsin.gov/cps/mandatedreporters>) and notify the youth's Child Welfare Case Manager and other parties as outlined in the facility's current license.

Any substantiated maltreatment in a group home requires the agency to submit a Corrective Action Plan (CAP) to DMCPS within 30 days of being notified of the substantiation, in addition to any required documentation of their license. This CAP shall include any action initiated in response to the recommendations of the agency that conducted the Initial Assessment.

Approved Corrective Action Plans will be added to the Contract as an addendum.

Independent Investigations (Initial Assessments)

When there is an allegation of maltreatment that is screened in with a contracted group home of DMCPS, a third party conducts the Independent Investigation (Initial Assessment). The Contractor is expected to cooperate with any investigating body/agency during the investigation and is required to follow up and complete any recommendations from the Initial Assessment. If there are recommendations that are not followed, the Contractor must obtain DMCPS approval and document in the Contractor's internal records.



Depending on the severity of the allegations, the facility may be placed “on hold” for a period to be determined by the DMCPSC Contract Administrator. The DMCPSC Contract Administrator will notify the Contractor via email when a home has been placed “on hold.”

Upon the completion of any Independent Investigation/Initial Assessment, the GH will follow up within 5 business days with the Contracted Case Management Agency and/or DMCPSC to review any recommendations for the facility in response to the Access Report or completed Assessment.

Accreditation and Quality Residential Treatment Program (QRTP)

Group homes that have become certified as a Quality Residential Treatment Program are required to provide placement and care for youth with CANS scores appropriate for this level of treatment (CANS scores of 3-4) in accordance with DMCPSC’s work to place youth in homes based on their treatment needs. The programming for QRTPs should vary based on youth in care. The Contractor is required to provide documentation to demonstrate what programming has been added since certification. The contractor must notify DMCPSC once they have completed the QRTP Certification process with DCF.

There will be occasions for each home where the needs of the youth referred are out of the scope of what the group home staff can provide. When this occurs, it is the responsibility of the Contractor to staff cases with the DMCPSC Contract Administrator who will include other DMCPSC representatives as needed. DMCPSC may review and evaluate contracts of group homes who are QRTP certified but are not able to accommodate the high needs youth.

One of the additional requirements of QRTP certification is to provide aftercare support to youth once they discharge. The Contractor is required to submit any aftercare policies to the DMCPSC Contract Administrator.

Necessary Resources

Except as detailed elsewhere in the Contract as obligations of the Department, the Contractor shall provide the personnel and any materials or resources necessary for the performance of the services. All current and newly hired staff must successfully and timely complete and comply with the core competencies and staff professional development requirements for their employment position to provide quality services and support successful outcomes for youth. This includes compliance with strategies for increasing the tenure of group home staff, supervisors, and managers. This should also include career ladders recognizing length of service, attainment of graduate degrees or professional certification, additional skills, experiences, or competencies.



Compliance with DMCPs Required Meetings

Contractors are expected to attend all group home-related program and contract meetings convened by DMCPs (either virtually or in-person). If attendance is not possible by any staff member, the Contractor must notify the assigned DMCPs Contract Administrator prior to the meeting of the agency's inability to attend.

Performance Standards and Accountability

The Contractor shall perform all services consistent with the documents constituting the Contract. DMCPs may evaluate Contractor performance based on outcomes developed by DCF and/or DMCPs. Performance standards may be developed regarding the care the youth has received in the facility, to include, but not be limited to, the youth's stability, safety, and well-being. The Contractor's performance will be a factor in determining placement referrals and contract renewal. The Contractor will meet with DMCPs on a periodic basis to discuss and review any potential operational concerns or developments along with the Contractor's performance under the requirements of this contract. Corrective action, or any other remedies available to the State under the Contract, may be undertaken for failure to comply with the provisions of the Contract, including failure to follow DMCPs Policies and Procedures, the *Jeanine B. Settlement Agreement* and associated corrective action plan, the Federal Youth and Family Service Review's Program Improvement Plan (PIP) and applicable state and federal law.

Department of Youth and Families (DCF) Structure/Organization

The Department of Youth and Families (DCF) directly administers youth welfare services in Milwaukee through the Division of Milwaukee Youth Protective Services (DMPCS) and runs the Statewide Public Adoption Program. DCF also provides licensing of facilities that provide out-of-home care for youth. In addition, DCF oversees youth welfare at the local level. Local youth welfare agencies administer programs to assist youth and families that include assistance for youth in need of protection or services, foster care services, youth abuse and neglect investigations, and community-based juvenile justice services. DCF also administers a variety of other family-centered state programs such as early youthhood education services and W-2 programs. The Youth Abuse and Neglect Prevention Board is administratively attached to the Department of Youth and Families.

The vision of the Department of Youth and Families is that all Wisconsin youth and youth are safe and loved members of thriving families and communities. To reach our vision, we are focused on reducing racial and ethnic disparities in our programs and services, focusing on five key priorities:

- 1) Systematically increasing access to quality early care and education programs that support the needs of youth and families statewide
- 2) Putting families in the center of successful youth support and good-paying jobs programs



- 3) Safely transforming the youth welfare and youth justice system to dramatically increase the proportion of youth supported in their homes and communities
- 4) Dedicating additional resources to support vulnerable and historically underserved youth, specifically teenage girls, kids with complex care needs, and youth transitioning out of the foster care system
- 5) Fostering a workplace where agency staff feel engaged, valued, and connected to our vision

Milwaukee Child Welfare Structure

The Division of Milwaukee Youth Protective Services (DMCPS)

DMCPS works with families to ensure the safety and well-being of children and youth. With its many community partners, DMCPS provides services to families in crisis that help keep children safely in the home. When it is necessary, DMCPS looks to out-of-home care placements to provide appropriate temporary and permanent homes for children who cannot live with their families of origin. DMCPS contracts with service providers to provide placement, case management, in-home services, and other supportive services to families in the Milwaukee community.

DMCPS is responsible for administering child protective services in Milwaukee County and works to assure the safety, well-being, and permanence of youth. DMCPS provides oversight over the Case Management Services contract, as well as other contracted services serving youth and families in need of youth welfare services. The vision of DMCPS is to have safe youth and healthy families in Milwaukee County and to execute DCF's mission that all Wisconsin youth will be safe and loved members of thriving families and communities.

DMCPS Ongoing Services Section

The DMCPS Ongoing Services Section is responsible for managing the programming, policy, and coordination of contract agencies providing ongoing services for the Milwaukee youth protective services system. This includes direct involvement in the negotiation, monitoring and performance evaluation of contracts with agencies that provide Contracted Case Management services, in-home services, out-of-home care placement providers, independent living providers, and other providers who fall in the scope of the Ongoing Services Section.

One of the DMCPS Ongoing Services Section's key objectives is to ensure youth are receiving high-quality care from the Contractors providing group home care for DMCPS youth. DMCPS Ongoing Services Section may conduct site visits (announced and unannounced) to meet this key purpose, and the DMCPS Contract Administrator will perform these visits and may be accompanied by an additional state employee



Bureau of Quality Improvement

The DMCPS Bureau of Quality Operations (BQO) holds primary responsibility for supporting all Division administrative operations and quality improvement initiatives. BQO oversees the Division's financial operations to support state operations, private contractor administrative costs and direct client services. BQO is responsible for the management of division funding as well as the coordination of fiscal operations with DCF financial management staff. BQO ensures that proper accounting and audit measures are in place.



Appendix 1: Required Policies

Below is the minimum list of policies that the Contractor is required to submit to DMCPS with its Registration materials. A Registration will not be considered complete for review until all policies have been submitted. It is acceptable that some areas below may be covered within the same policy/agreement. The Contractor may create (or have) additional policies in line with program design.

1. Youth Provisions Policy
2. Mobile Phone and Internet Use Policy
3. New Group Home Youth Acceptance Policy
4. Staff Identification Policy
5. Youth Restraint Policy
6. QRTP Policies
 - a. Additional Programming Available
 - b. Aftercare Policy