

Chapter: Administration
Subject: Description of Specific Functions & Mission, Vision and Value Statement
Section: 1.1
ODCY Rule: 5180:2-5-08
COA Standard: FIN, HR
Review: 3/25/2020, 9/8/24, 3/13/2025

NRTC has submitted to ODJFS the Center’s mission, vision, and value statement and a description of the specific functions of NRTC requesting certification to perform.

- NRTC requests to be certified to operate a Children’s Residential Center (CRC), accepting male and female youth on probation placed by the Montgomery County Juvenile Court or in the custody of A Public Children Service Agency contracted with Nicholas Residential Treatment Center.

Mission, Vision, and Value Statement

Our mission is to empower at-risk youth to become productive, responsible citizens. We achieve this by offering a wide range of comprehensive treatment and rehabilitative services, supporting both the youth and their families. Our goal is to reduce or eliminate the youth's involvement in the juvenile justice and child welfare systems, fostering positive growth and long-term success.

At Nicholas Residential Treatment Center, we value inclusivity, collaboration, and empowerment. We are committed to engaging youth, staff, and the community in meaningful ways, fostering an environment where youth are encouraged to take an active role in shaping their futures. We embrace diversity among our employees and promote their involvement in policy development and decision-making processes. We prioritize open communication, strategic participation, and strong partnerships with our stakeholders and community members to create a supportive and effective network for growth and success.

Facility Goals

Strengthen and integrate the core principles of Nicholas Programming into our daily operations and culture, ensuring a holistic, inclusive, and collaborative approach to youth empowerment. Through strategic partnerships, staff engagement, and a commitment to diversity, we will enhance our rehabilitative services to better support at-risk youth and their families, fostering long-term success and reducing system involvement.

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ODCY Rule: 5180: 2-5-08
COA Standard: AM
Review: 4/14/10; 3/25/20; 2/13/26

Governance & Administration

As a local public entity that is not a public children services agency (PCSA), NRTC has identified in writing to the Ohio Department of Children and Youth (ODCY) how the requirements of rule 5101: 2-5-08 are met, even though Nicholas Residential Treatment Center (NRTC) does not have a governing body.

Nicholas Residential Treatment Center was established and is operated by the Montgomery County Common Pleas Court, Juvenile Division. NRTC is a department within the Court. The Judges of the Court, maintain the ultimate right and responsibility to establish policies governing the work force of the Court. The Judges delegate to the Court Administrator the general administrative duties that must be performed day to day. Appointed department heads, or Directors, work directly under the supervision of the Court Administrator. As such, the Court Administrator fulfills the requirements of the rule. The requirements shall include, but are not limited to:

1. Hiring an administrator who meets the minimum qualifications pursuant to rule 5180: 2-5-08 of the Administrative Code.
 - The Court Administrator is responsible for hiring and administrator/director for NRTC.
2. Annually evaluating the performance of the agency's administrator/director in writing.
 - The Court Administrator completes a written annual evaluation of NRTC's administrator/director.
3. Assuring compliance with requirements of Chapters 5180:2-5-08, 5180:2-5-09, 5101:2-9.1, 5180:2-5-10, 5180-2-5-10, 5180:2-5-11, 5180:2-5-13, and 5180:2-5-15; 5180-2-5-16; 5180:2-5-17 of the Administrative Code as applicable to NRTC's certified functions.
 - The Court Administrator monitors and assures compliance with these requirements.
4. Reviewing, approving, and monitoring a written annual budget for NRTC. Such budget shall ensure funding to provide services relevant to all certified functions and detail anticipated income and expenditures.
 - The Court Administrator submits a written annual budget to the MCJC Administrative Judge each year by September 30th. The Administrative Judge reviews and approves the budget. The Court Administrator and NRTC's administrator/director monitor the budget.

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5. Conducting an annual review of the NRTC's written policies relevant to NRTC's certified functions.
 - The Court Administrator and NRTC administrator/director conduct an annual review of the Center's written policies relevant to its certified functions.

The Director, under the supervision of the Court Administrator, will demonstrate effective management of the department's mission, vision, budget, and strategic goals through long-term planning, policy review and implementation, and responsiveness to Court, agency, and community needs. The Director and Managers will carry out and/or review these responsibilities.

NRTC maintains a current table of organization. Any persons employed by NRTC are not eligible to vote on or participate in the decision making process with respect to any matter or issue in which he/she could benefit financially or materially.

NRTC has a written mission statement and a description of its programs.

Mission, Vision, and Value Statement

The Mission and Vision of the Nicholas Residential Treatment Center is to assist at-risk youth in becoming productive, responsible citizens through providing diverse, comprehensive treatment and rehabilitative services to the youth and their family, and to reduce or eliminate the youth's involvement in the juvenile justice and/or child welfare systems.

Nicholas Residential Treatment Center places value on taking an inclusive, engaging approach with youth, staff and the community; empowering youth to shape their futures, embracing employee diversity and encouraging involvement with policy formation and decision making, and ensuring regular communication and strategic participation with our stakeholders and community partners.

Programs

Therapeutic and Treatment Services

Through the facility's partnership with contracted community mental health providers, therapeutic services are addressed through family, individual, and group treatment based on need and assessed risk. Services are initiated when a youth is admitted into the program and are continued throughout the youth's stay. The ongoing counseling is designed to develop parent-child accountability, treatment consistency and to provide for a more natural progression and re-integration of the youth into their family and community. Sessions focus on establishing responsible, pro- social behaviors and assisting each youth in resolving his/her problems.

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Education

1. NRTC established the Nicholas-Liberty School, chartered in 1982 as an ungraded, special purpose school. Classroom teachers provide concentrated work in the areas of reading, language arts, math, science, social studies and life skills.
2. The education component focuses on the following:
 - Acquisition of basic and essential academic skills
 - Individualized instruction based on educational assessment
 - Small classroom grouping to facilitate learning and motivation
 - Development of a positive educational environment for each student
 - Specialized courses or subject content for the remedial or advanced student

Recreation

1. NRTC provides access to a variety of recreational activities including but not limited to:
 - Sports (basketball, football, track, softball, etc.)
 - Arts and crafts
 - Special events and field trips
 - Games and television
 - Off-campus trips to the movies or bowling alley
 - Use of the local YMCA or similar locations

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Subject: Administrator Qualifications &
Access to Administrator
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ODCY Rule: 5180: 2-5-08(A)
COA Standard: AM; GLS
Review: 8/5/19; 3/25/20; 10/19/20; 9/15/23; 2/13/26

Administrator Qualifications

The Director of Residential Services, specified as the “Director” within agency policies and documents, will be the acting Administrator in regards to the ODCY certified functions of the agency. When the Director of Residential Services is unavailable the Deputy Director will act as the designee with executive authority for the agency. The Director of Residential Services, and when unavailable the Deputy Director, will be accessible to agency staff and ODCY representatives at all times. The Director will possess at least a Master’s degree from a college or university accredited by a nationally recognized accrediting organization. An appropriate combination of education, training, course work and experience may qualify an applicant to demonstrate required knowledge, skill, and abilities. This is including, but not limited to the following:

- Seven years’ experience working in social work or related field in a juvenile treatment setting
- Seven years of related administrative experience including management, budgeting, policy development and organizational planning experience.
- A combination of education, training and work experience which indicates possession of the skills, knowledge and abilities needed for the position
- Knowledge of research, evaluation and program coordination
- Knowledge of the juvenile justice system, juvenile delinquency, family dynamics, crisis intervention, counseling, treatment implementation, etc.

Access to the Administrator

NRTC ensures the accessibility of the administrator or designee with executive authority to NRTC staff and ODCY representatives at all times.

- The Director is available to the Court, NRTC staff, and ODCY representatives in person during normal business hours or by cell phone at any time. The cell phone number is listed in the MCJC Court Employee Phone List, on the NRTC Employee Phone List, and posted in the control room and supervisors office.

Chapter: Administration
Subject: Table of Organization & Job Descriptions
Section: 1.4
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ODCY Rule: 5180: 2-5-08; 5180: 2-5-09.1
Reviewed: 5/15/20; 7/28/20; 9/17/21, 2/13/26

Table of Organization

NRTC has developed and maintains a Table of Organization to reflect adequate staffing to meet the needs of the youth and the mission of the facility. The table defines responsibility, places staff into related units promoting efficiency, and provides a clear chain of command from the entry-level position to the Director. The Table of Organization is updated as staffing changes occur.

Staff members are assigned to one of five categories (See page 2):

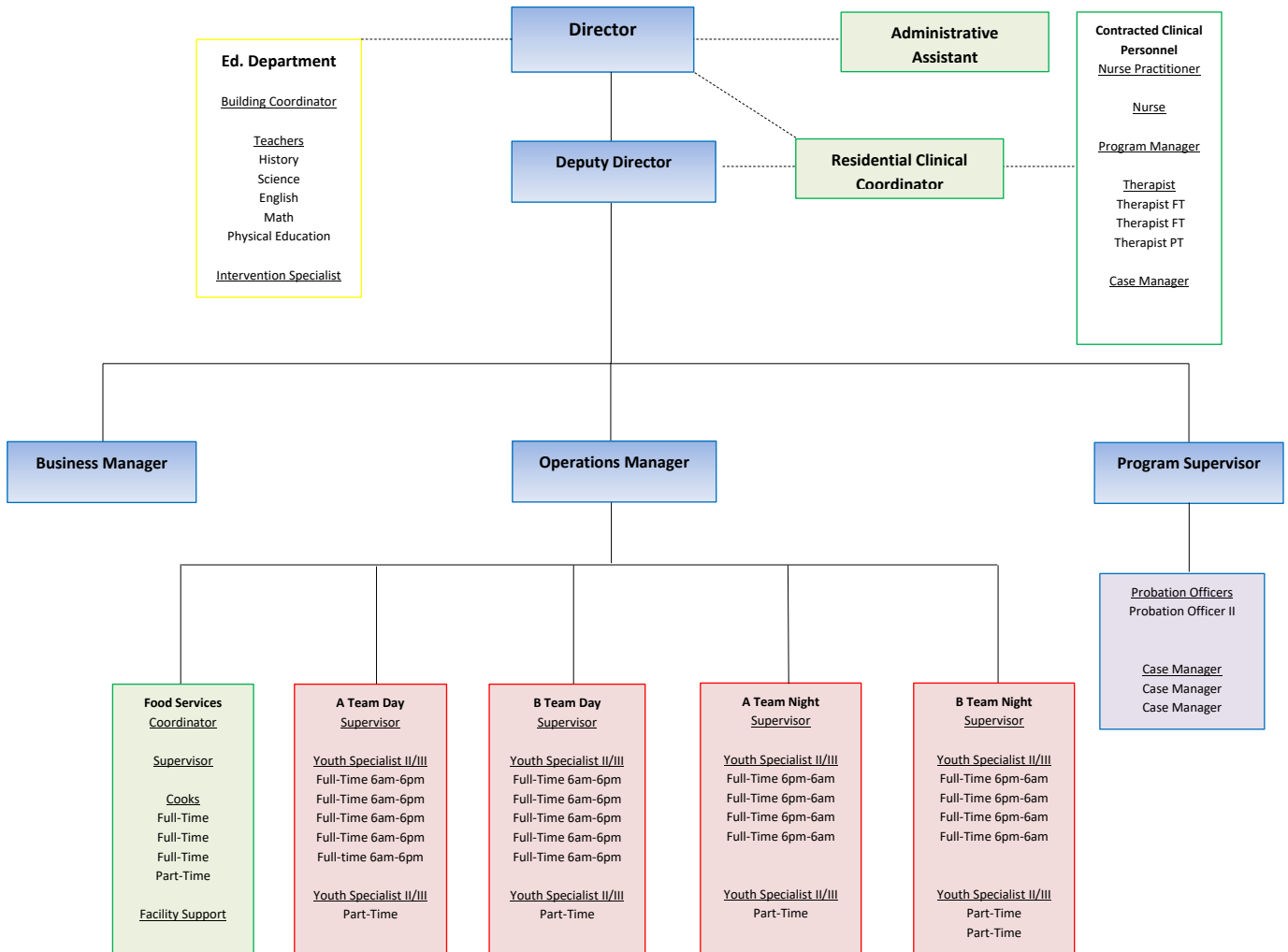
1. Education Services
2. Food Services
3. Residential Services
4. Court and Support Services
5. Clinical Services

Job Descriptions

NRTC has written descriptions specific for each position or group of positions within NRTC's certified function for all college interns, volunteers, and employees.

1. Position Descriptions for all positions are maintained in the Business Manager's office.

**Montgomery County Juvenile Court
 Nicholas Residential Treatment Center
 Table of Organization**



Chapter: Administration
Subject: Required Agency Policies
Section: 1.5
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ODCY Rule: 5180: 2-5-13
COA Standard: AM; RPM
Review: 5/15/20; 2/13/26

NRTC has, at a minimum, all of the policies listed in rule 5180: 2-5-13, as applicable to the function being performed (operating a children's residential center).

Unless otherwise indicated, policies, plans and procedures related to ODCY certified or approved functions are to be submitted to ODCY in accordance with the following:

1. At the time of application for an initial certificate, all policies, plans and procedures shall be submitted.
2. When the Center revises a policy, plan or procedure, the revision shall be submitted within thirty calendar days of the change.
3. If a change of the Administrative Code or the Revised Code requires a policy to change, the Center shall submit the affected policy to ODCY within thirty days of the effective date of the change.

NRTC ensures that agency staff and contractors performing work related to the functions listed in rule 5180: 2-5-03 of the Administrative Code shall implement all current written policies of the agency related to those functions and that all activities and programs related to those functions occur in accordance with such policies.

All policies required by chapter 5180: 2-5-13 will be provided to any person affected by the policy. Any policy required by chapter 5180: 2-5-13 will be provided to any person upon request. Policies are posted on the Courts website for reference at any time.

Chapter: Administration
Subject: Human Research Projects, Fund Raising & Publicity Activities
Section: 1.6
Page: 1 of 1
ODCY Rule: 5180: 2-5-13(A)(22)
Reviewed: 8/5/19, 2/13/26

NRTC participation in human research projects, fundraising and publicity activities will not involve a youth in any such activity without the prior informed, written consent of the parent, guardian or legal custodian and the youth. All participation will take into consideration the youth's age and functioning level. Such written consent will be contained in the youth's case record.

1. A youth may be interviewed or photographed for media coverage of special events or for NRTC's or the Court's newsletter. The parent/guardian and the youth sign a Media Release Form at intake granting permission for NRTC to use the youth's name, photo and/or comments in publications, broadcast media (television, slide or video presentations), and in public activities to promote any aspect of NRTC. This form is maintained in the youth's file. A youth may not be interviewed or photographed for news coverage connected with their delinquency charges.
2. All proposals for human research projects must be reviewed and approved by the Director. These projects must be endorsed by a recognized research organization, such as a university, college, private foundation, consulting firm or public agency that has a mandate to perform research, certifying that the research proposal is for valid scientific, educational or other public purposes. The researcher is to obtain the informed, written consent of the parent, guardian or legal custodian and the youth, according to the youth's age and functioning level, and the consent form is to be maintained in the youth's file.
 - Any data collected during the course of the research is to be used only as agreed to by the subjects prior to their entry into the study. Access to data identifying youth shall be limited to research staff charged with collecting and evaluating the data, and to the Director or designee. The Director has the authority to approve the plan for using and disseminating research findings, and will review the final findings prior to dissemination.

Chapter: Administration
Subject: Performance and Quality Improvement
Section: 1.7
COA Standard: AM, PQI, RPM, PDS, GLS
Review/Revised: 09/11/20; 03/07/2025

Purpose

The purpose of this policy is to establish a structured approach for implementing the Strategic Plan and Performance and Quality Improvement (PQI) Plan at Nicholas Residential Treatment Center (NRTC). This policy ensures that all operational, clinical, and administrative functions align with NRTC's mission to empower at-risk youth, improve service quality, and maintain compliance with accreditation and regulatory standards.

Scope

This policy applies to all NRTC staff, leadership, contractors, and stakeholders involved in service delivery, operations, and continuous improvement processes.

Policy Statement

NRTC is committed to achieving strategic goals through effective planning, performance monitoring, and continuous quality improvement. All staff are responsible for executing the Strategic Plan initiatives and adhering to the PQI Plan to enhance service effectiveness and client outcomes.

Responsibilities

1.1 Leadership Team

- Ensure alignment of all facility operations with the Strategic Plan and PQI Plan.
- Oversee compliance with state, federal, and accreditation requirements.
- Support staff development through continuous training and professional growth opportunities.

1.2 Program and Clinical Staff

- Implement behavior interventions, treatment planning, and quality-of-care initiatives.
- Collect and utilize performance data to assess service effectiveness.
- Engage with youth and families to improve client satisfaction and therapeutic outcomes.

1.3 Compliance and Quality Improvement Team

- Conduct regular audits, surveys, and evaluations to measure service performance.
- Monitor compliance with policies, procedures, and accreditation standards.
- Provide recommendations for improvement based on data analysis.
- NRTC Leadership Team-meets weekly to oversee facility operations and quality initiatives.
- Contracted clinical providers- meets quarterly to coordinate behavioral health services and integrated care.
- Leadership Committee Teams-meet monthly, or as identified by the team facilitator for programming oversight, review of facility goals, trends and operational needs.
- NRTC Supervisor Team-meets monthly to ensure alignment between operations and improvement strategies.

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COA Standard: AM, PQI, RPM, PDS, GLS
Review/Revised: 09/11/20; 03/07/2025

- Probation, Treatment, and Education Teams-conduct regular meetings to enhance youth outcomes through coordinated efforts.

Procedures

2.1 Strategic Plan Execution

1. Leadership will review the Strategic Plan annually to update goals and objectives.
2. Department heads will develop action steps aligning with strategic priorities.
3. Progress on strategic initiatives will be reviewed quarterly in leadership meetings.
4. Stakeholders, including staff, youth, and families, will be engaged in the planning process.

2.2 Performance and Quality Improvement Implementation

1. **Data Collection:** Staff will document and track behavioral, therapeutic, and operational metrics as outlined in the PQI Plan.
2. **Evaluation:** The Compliance and Quality Improvement Team will conduct quarterly audits to assess service performance.
3. **Staff Training:** Training sessions will be provided on evidence-based interventions and trauma-informed care.
4. **Client and Family Engagement:** Regular surveys and feedback sessions will be conducted to measure satisfaction.
5. **Corrective Action Plans:** If deficiencies are identified, corrective measures will be developed and implemented within 30 days.
6. **Annual Review:** The PQI Plan will be reviewed and adjusted based on outcomes and data analysis.

6. Performance Monitoring and Reporting

- **Key Performance Indicators (KPIs):** Behavioral outcomes, staff retention rates, client satisfaction scores, family engagement levels, and compliance audit results will be tracked and reported quarterly.
- **Reporting Structure:** All data and improvement recommendations will be presented to the Leadership Team for decision-making.
- **Continuous Improvement:** Action plans will be updated based on data trends and feedback.

7. Compliance and Enforcement

Failure to comply with this policy may result in corrective action, retraining, or disciplinary measures as determined by NRTC leadership.

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Subject: Channels of Communication
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COA Standard: PA-AM; PQI
Review: 12/10/20; 3/10/21; 2/13/26

NRTC has a written policy, procedure, and practice that provide instruction for channels of communication at all levels within the facility and in community and stakeholder collaboration.

To operate in an efficient and consistent manner, appropriate channels of communication will exist between departments, juveniles, and staff. To accomplish this goal, NRTC shall have regular meetings between the Director and all department managers/supervisors and between department managers/supervisors and their supervisory staff.

These meetings shall be conducted at weekly in order to provide a regular flow of information regarding policies, procedures and program activities. Regular, open communication throughout the entire organization is vital to program success.

1. A series of meetings shall be held at various levels and intervals within the Juvenile Court organization and facility. The meetings will occur as follows:
 - a. Director's Meeting: Senior Leadership Team is a meeting with the Board, the Montgomery County Juvenile Court, Other Department Directors, will occur weekly, as possible.
 - i. The purpose of this meeting is to allow Juvenile Court Directors to share information regarding policies and procedures and program activities.
 - ii. NRTC Director meets with the Board during this meeting and other times as needed.
 - b. NRTC Department Managers: The Director will meet with the Department Managers weekly, as possible. This includes the Business Manager; Program Manager, Operations Manager, Education Building Coordinator and contracted managers as necessary.
 - i. The purpose of this meeting is to convey information from the Director's meeting, share information regarding program activities.
 - ii. Managers in supervisory roles will meet with their staff weekly, as possible.
 - c. Building Leadership Team: Staff Participation meets at least monthly.
 - i. The purpose of the meetings will be to discuss program policies and procedures; discuss planning and activities for residents; discuss concerns or issues; and disseminate new or revised policies to staff.
 - ii. Building Leadership Team reviews agenda items and information discussed in Court Leadership Team meetings.
 - d. Court Leadership Team: Court-wide identified representatives of each facility participate in monthly meetings.
 - i. The purpose of this meeting is to share and gather information regarding our Multi-Tiered Support System and continued efforts in system integration.
 - e. Treatment Team Meetings: NRTC staff and clinical team will conduct case staffing meeting at least twice a month on current residence or more often as deemed necessary.

Chapter: Administration
Subject: Monitoring and Assessment of Program
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COA Standard: PQI
Review: 12/10/20; 1/25/21, 2/13/26

NRTC has a written policy, procedure, and practice provide for an internal system for monitoring programs through inspections or reviews conducted by the Director or designated staff member.

Timely and periodic monitoring of various facility operations will reveal the degree of compliance with policies, procedures, and standards. Internal administrative audits will be separate from external/continuing audit by other agencies.

The Program Managers are responsible for ensuring complete procedural compliance with this policy.

1. Internal Monitoring – Regular inspections, reviews, surveys, and collection of program data by administration (Director, Deputy Director, Program Manager, Operations Manager, Business Manager, Administrative Assistant) or designated staff.
2. Unit Reviews
 - a. A monthly system of monitoring units will be conducted by Youth Specialist Supervisors.
 - b. This system provides for the collection and monitoring of critical program documentation and condition of areas within the unit(s)
 - i. Day Room/Furniture
 - ii. Resident Rooms
 - iii. Custodial Closet
 - iv. Storage Closet
 - v. Restroom(s)
 - vi. Showers
 - vii. Hygiene Products
 - viii. Doors Locked
 - ix. Unit Lights On
 - x. First Aid Kit
 - xi. Control Room
 1. Staff Log Notes
 2. Unit Log Book
 3. Medication Log Book
 4. Radios
 5. Camera System

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Review/Revised: 12/10/20; 1/25/21, 2/13/26

6. Youth Notes

xii. Activity Room

1. Copies for youth-Advancement Petitions, Request for Service Notes, Grievance Policy

3. Program Performance and implementation Review

- a. Facility programs are critically inspected in the following manner: area of need indicated, area is assessed in regards to meeting expectation or needing improvement; and, additional comments are provided for further instruction.

b. Survey(s)

i. Client Satisfaction Surveys

1. The Probation Officer provides each youth and parent with a client satisfaction survey upon youth's discharge.
2. The Client Satisfaction Survey is designed to evaluate the program and program staff.
3. Completed client satisfaction surveys are submitted to Administration and are, in turn, submitted to Court Administration.
4. Court Administration combines the results of all survey responses into a combined report.

ii. Youth Surveys

1. At each level change of the program youth are given a Youth Feedback form to provide feedback to staff and administration about the program.
 - a. This is requested every 4-6 weeks however, timeframes may vary dependent on how each youth progress through the program.
 - b. AOD youth are given the Youth Program Feedback form at the end of their placement.
2. Periodic youth surveys will be completed in order to assess various program aspects within the facility.
3. Youth surveys include but are not limited to the following:
 - a. Reward Survey
 - b. Food Survey
 - c. Staff Surveys Staff Surveys
4. Periodic staff surveys will be completed in order to assess various program aspects within the facility.

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2. Staff surveys include but are not limited to the following:
 - a. Supreme Court Survey
 - b. PBIS Program Surveys
 - c. Training Surveys
- c. Fidelity Group Checks
 - i. Periodical the Program Manager or Supervisors will observe youth groups and provide written feedback of group fidelity
 - ii. Fidelity checks are to be used as a teaching tool and feedback given.
4. Case Record Audit
 - a. Periodic review of case record documentation to ensure that all required documentation is submitted and contained within each staff and youth's case file on both open and closed cases.
 - i. Case file audits are documented by the Business Manager and kept in the case file.
 - ii. Results of case record audits are provided to the Business Manager, Case Manager and staff responsible for obtaining needed information.
 - iii. Case File audits are completed yearly by NRTC licensing body.
 - a. ODCY completes yearly audits as required under OAC 5180:2-5
 - b. ODCY utilized a standardized monitoring and scoring tool that examines staff and youth records, interviews and a site visit.
5. Facility Inspection
 - a. A system of monitoring the building will be conducted by Facility Support person monthly.
 - b. This system provides for the collection and monitoring of critical program safety needs and condition of areas within the facility.