N.C. Department of Public Safety
Division of Adult Correction and Juvenile Justice

FY 2020-2021 Intensive Intervention Services
Request for Proposals

I. Introduction and Scope of Services
The Department of Public Safety, Division of Adult Corrections and Juvenile Justice, Community Programs Section (hereafter, Division) ensures that every community in North Carolina has access to a continuum of services for its juvenile population. With the new Raise the Age Legislation (https://www.ncdps.gov/our-organization/juvenile-justice/key-initiatives/raise-age-nc) in effect an increasingly important piece of the continuum in Juvenile Justice is the intensive intervention services. Intensive intervention services are evidence-based or research-supported community-based or residential services that are necessary for a juvenile in order to (i) prevent the juvenile's commitment to a youth development center or detention facility or (ii) facilitate the juvenile's successful return to the community following commitment.

II. Service Area
a. The target service area for this RFP is Wake County

III. Eligibility
All applicants must:

a. Be a public agency or private non-profit organization (14B NCAC 11B.0201),

b. Submit proposals that clearly align with identified and documented service needs as assessed through the local Juvenile Crime Prevention Council (JCPC) or via collaboration of two or more JCPCs that have established a need for residential and/or community-based intensive services for the target population, and can provide evidence-based services that can clearly support targeted needs as outlined in D: YDC Commitments, Detention Admissions, and Detainments by County.

c. Demonstrate a proven track record of implementing residential and/or community-based intensive services for the youth described in this RFP, effective fiscal oversight, and collaboration with juvenile court services,

d. Demonstrate organizational capacity for fiscal, programmatic, and administrative accountability and the ability to begin operations quickly and efficiently; and

e. Collaborate with juvenile court services personnel and other community partners to develop 24-hour supervision plans when providing services to all Level III youth and to Level II youth as needed.

NOTE: Level III Youth receiving services on community placement require a 24-hour supervision plan developed by the provider, court services, youth, family, and any other collaborating partners.

IV. Funding Period
The funding period for this RFP is October 1, 2020 to June 30 2021, and contingent upon available funds.
V. Proposal Requirements and Submission Process

To be considered for funding, applicants must:

a. Show that the proposed services meet an identified service need within the proposed geographic area(s) of service delivery to the target population;

b. Complete and submit an on-line application in NCALLIES no later than 11:59 p.m. on Aug. 24, 2020. The application can be accessed by clicking here and following the directions listed on the webpage;

c. Choose a promising or effective program(s) from:

   or
   or
   or

   Thoroughly demonstrate how proposed services are evidence-supported and reduce recidivism for the targeted population;

   and

d. Not for profit organizations must also upload the following documents into NCALLIES by the established due date and time in order for the application to be complete: 1) No Overdue Tax Form; 2) DPS Conflict of Interest Form; 3) Proof of 501(c)(3) status; and 4) Non-profit agency’s Conflict of Interest policy.

e. Host county JCPC electronic letter of approved support or an email offering support from the JCPC Chair (or member of the JCPC executive committee) must be uploaded with original program agreement, prior to awarding of funds if possible;

   • Please contact your Area Consultant or Area Office if the applicant is experiencing difficulty with acquiring the letter of support given the state of emergency at the time of this RFP release.

   • The letter of support must be uploaded to NCALLIES prior to the disbursement of funding for programs awarded funds and must be uploaded with the final approved application in NCALLIES by 11:59 p.m. on September 30, 2020.

NOTE: Letters of support must state, at a minimum, how the proposed services will:

   • Address the targeted population,

   • Fill a gap in the service delivery continuum within the local community/geographic region, and

   • Not duplicate efforts already being undertaken in the local community.

   • The Juvenile Crime Prevention Council Chairperson Directory may be found at the following link: Click here.

VI. Evaluation

Pursuant to Session Law 2020-83 HB 593 “The Juvenile Justice Section of the Division of Adult Correction and Juvenile Justice of the Department of Public Safety shall report to the Senate and House of Representatives Appropriations Subcommittees on Justice and Public Safety no later than March 1, 2006, and annually thereafter, on the results of intensive intervention services. Intensive intervention services are evidence-based or research-supported community-based or residential services that are necessary for a juvenile in order to (i) prevent the juvenile's commitment to a youth development center or detention facility or (ii) facilitate the juvenile's successful return to the community following commitment. Specifically, the report shall provide a detailed description of each intensive intervention service, including the numbers of juveniles served, their adjudication status at the time of service, the services and treatments provided, the
length of service, the total cost per juvenile, and the six- and 12-month recidivism rates for the juveniles after
the termination of program services."

Applicants must describe what model or evidence-based/supported approaches the program is based upon and
incorporate core components in Section III. #5 Program Evaluation of the program application.

See Attachment C: Core Components.

VII. Review Criteria for Proposals
The Department will review each proposal for:

a. Evidence or research based interventions appropriate to the target population proposed
b. Appropriateness of the program to address the needs of the target population identified
c. Presentation of a budget that matches the proposed service
d. Historically meeting and exceeding program goals/measurable objectives when providing services to this
   population,
e. Evidence of the agency’s capacity to administer a DPS funded program including ability to comply with
   reporting and accountability requirements in a timely manner, and
f. Demonstration of community support with cash or in-kind resources, including but not limited to, county
   appropriations or Medicaid reimbursements. (Proposals that include community cash or in-kind resources
   in the project budget must include documentation of the intent to provide that support and justification of
   the value claimed.) NOTE: These funds require no local match.

The Department will consider the following:

a. The commitment rates or frequency with which the court orders commitment as a disposition for the
   juveniles served.
b. The disposition levels and criminogenic needs of the juveniles served.
c. Programs that target juveniles in rural areas.
d. Diverse geographical representation across the State.
e. Programs that utilize collaboration among counties.

VIII. Selection process
The Department’s State Office Review Team will review, and rate proposals based on the information
provided in the application and matching requirements of this RFP. The State Office Review Team will
present a funding decision to Division management for a final funding approval.
### IX. Timeline for RFP and Program Implementation

<table>
<thead>
<tr>
<th>Date</th>
<th>Event Details</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>July 23, 2020-August 24, 2020</strong></td>
<td>Request for Proposals Advertised</td>
</tr>
<tr>
<td><strong>August 24, 2020</strong></td>
<td><strong>By 11:59 p.m.</strong> Host county JCPC electronic letter of approved support or email offering support from the JCPC Chair (or member of the JCPC executive committee) and must be uploaded with original program agreement, prior to awarding of funds if possible; Please contact your Area Consultant or Area Office if the applicant is experiencing difficulty with acquiring the letter of support given the state of emergency at the time of this RFP release. The letter of support must be uploaded to NCALLIES prior to the disbursement of funding for programs awarded funds.</td>
</tr>
<tr>
<td><strong>August 29, 2020:</strong></td>
<td>Anticipated notification of funding to applicants.</td>
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<tr>
<td><strong>September 30, 2020:</strong></td>
<td>Revised, edited Program Agreement Application completed in NCALLIES.</td>
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<tr>
<td><strong>October 1, 2020:</strong></td>
<td>Funding begins (contingent upon the completion of the required signatures in NCALLIES)</td>
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### X. Contact Information

Questions about this RFP should be directed to the DPS Area Consultant assigned to the county where services are being proposed.

**See Attachment E: DPS Area Consultant County Assignments.**
ATTACHMENT A: DPS Area Counties and Judicial Districts
JCPC 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
JCPC 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)

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**CLINICAL TREATMENT PROGRAMS**

Programs in which a professional helps a juvenile and/or his or her 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.
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)

**Sexual Offender Treatment:** Provides outpatient assessment and/or therapeutic services to juvenile offenders targeting inappropriate sexual conduct and offending behavior with clear focus on rehabilitation and accountability of the offender. 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)

<table>
<thead>
<tr>
<th>POSSIBLE SPEP PRIMARY SERVICE CLASSIFICATIONS</th>
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- 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.*

<table>
<thead>
<tr>
<th>RESTORATIVE PROGRAMS</th>
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<tr>
<td>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.</td>
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<tr>
<th>JCPC PROGRAM TYPES</th>
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<tr>
<td><strong>Restitution/Community Service</strong></td>
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*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. 7A-649, 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)
Restitution/Community Service (Optimal Target Weeks=12, Optimal Target hours=60)

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)

Mediation (Optimal Target Weeks=4, Optimal Target hours=8)

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)
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.*

### JCPC 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=24, 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 & 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 hrs/week.)

- **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 & following model specifications, Frequency of Contact= no less than 2 hours weekly)

- **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
ATTACHMENT C: Core Components

1. Defined protocol for program services and delivery. In Section IV. #2 Operation of the program application the applicant must briefly describe either a manual or protocol that designates the method and manner of service delivery including the suggested number of sessions, content, and flow. Evidence of the said manual, or protocol, may include: treatment/intervention outline, curriculum, workbook/instructor’s manual, lesson plan(s), or, a script. Individual Service/Treatment Plans are expected to show evidence of involvement of the juvenile and family in planning and are to include the client-specific concerns to be addressed, the intervention strategies to be utilized by the program staff to address those issues, and the planned/recommended frequency/duration of contact. Interventions, strategies, curriculum, frequency and duration should clearly be consistent with the manual/protocol.

2. Staff Training. The applicant must comply with JCPC Policy and Procedure requirements, specific to the program type of services being delivered, in regard to staff and volunteer orientation and training. Direct program service staff is to possess the necessary training requirements that include licenses when applicable, degrees, credentials, and certifications required for this program type. Training sessions in program service delivery, clinical supervision when applicable, case staffing and/or consultation sessions are to be documented and maintained.

3. Internal Program Monitoring and Corrective Action. In Section IV. #3 Staff Positions of the program application the applicant must briefly describe an established process by which a specified staff member monitors the delivery of program services for the purpose of examining how closely actual implementation matches the model/protocol. Deviations from the model/protocol are to be addressed through written corrective actions. All Corrective Action findings are to be specified in writing, monitored, documented, and addressed accordingly.

4. Staff Evaluation. In Section IV. #3 Staff Positions of the program application the applicant must briefly describe how staff will be evaluated on a specified schedule for compliance with the program/JCPC policies and model/protocol. Staff development plans are to be documented and implemented to address deviations and violations of program policies, models, or protocols. Overall work performance is to be formally and specifically appraised. Areas of improvement are to be identified including the knowledge, skills, and abilities necessary for enhancing program service delivery including, but not limited to customer service.

5. Program Effectiveness. In Section III. #5 Program Evaluation of the program application the applicant must briefly describe program protocol for determining and evaluating the effectiveness of its delivery of program services with all accepted referrals. This protocol must include a standardized approach for collecting, maintaining, and sharing effectiveness data.
ATTACHMENT D: YDC Commitments, Detention Admissions, and Detainments by County FY 18-19 and FY 19-20 Year to Date

<table>
<thead>
<tr>
<th>County</th>
<th>FY 18-19 Commitments by County</th>
<th>FY 19-20 YTD Commitments by County</th>
<th>FY 18-19 Detention Admissions by County</th>
<th>FY 19-20 YTD Detention Admissions by County</th>
<th>FY 18-19 YTD Distinct Juveniles Detained by County</th>
<th>FY 19-20 YTD Distinct Juveniles Detained by County</th>
</tr>
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<tbody>
<tr>
<td>Wake</td>
<td>5</td>
<td>3</td>
<td>112</td>
<td>76</td>
<td>72</td>
<td>62</td>
</tr>
</tbody>
</table>
## ATTACHMENT E: DPS Area Consultant County Assignments

### CENTRAL AREA
4212 Mail Service Center  
Raleigh, NC 27699-4212  
Courier Box: 56-20-08  
Main: 919-733-3388  
Fax: 919-715-2165  

**Lead Consultant**  
Pam Stokes  
Pamela.Stokes@ncdps.gov  
O: 252-355-9013  
C: 919-920-4975

**Denise Briggs**  
Denise.Briggs@ncdps.gov  
O: 919-324-6391  
C: 919-208-0576

1. Alamance  
2. Chatham  
3. Orange  
4. Sampson *(Eastern)*  
5. Wake

### 26 Counties  

**Program Assistant**  
Lynne Fleetwood  
Lynne.Fleetwood@ncdps.gov  
O: 919-324-6393  
C: 919-218-4717