

NOV 12 2019

**REQUEST FOR AGENDA PLACEMENT FORM**

**Approved**

Submission Deadline - Tuesday, 12:00 PM before Court Dates

**SUBMITTED BY:** Cristy Malott

**TODAY'S DATE:** 10-24-19

**DEPARTMENT:** Juvenile Services

**SIGNATURE OF DEPARTMENT HEAD:**

*C Malott*

**REQUESTED AGENDA DATE:** 11-12-19

**SPECIFIC AGENDA WORDING:** Consideration of Youth Advocate Programs, Inc. Service Agreement

**PERSON(S) TO PRESENT ITEM:** Cristy Malott

**SUPPORT MATERIAL: (Must enclose supporting documentation)**

**TIME:** 1 min

**ACTION ITEM:** X

**WORKSHOP:**

(Anticipated number of minutes needed to discuss item) **CONSENT:**

**EXECUTIVE:**

**STAFF NOTICE:**

**COUNTY ATTORNEY:** X

**IT DEPARTMENT:**

**AUDITOR:**

**PURCHASING DEPARTMENT:**

**PERSONNEL:**

**PUBLIC WORKS:**

**BUDGET COORDINATOR:**

**OTHER:**

\*\*\*\*\*This Section to be Completed by County Judge's Office\*\*\*\*\*

ASSIGNED AGENDA DATE: \_\_\_\_\_

REQUEST RECEIVED BY COUNTY JUDGE'S OFFICE \_\_\_\_\_

COURT MEMBER APPROVAL \_\_\_\_\_ Date \_\_\_\_\_

**YOUTH ADVOCATE PROGRAMS, INC.  
SERVICE AGREEMENT**

**A. PARTIES**

This agreement is made between Youth Advocate Programs, Inc. (YAP, Inc.) 2007 North Third Street, Harrisburg, PA 17102 (Tax ID# 23-1977514) and Johnson County, Texas, a political subdivision of the state of Texas, 1102 E. Kilpatrick, Ste. C, Cleburne, Texas 76031.

**B. PURPOSE OF AGREEMENT**

It is agreed upon by both parties that YAP, Inc. will provide Wraparound/Advocacy Services. Services to be provided are further described in the "SCOPE OF SERVICES" section of this agreement.

**C. TERM OF AGREEMENT**

The term of this agreement shall begin September 1, 2019 and end no later than August 31, 2020. The agreement shall be renewable annually upon mutual agreement of both parties.

**D. SCOPE OF SERVICES**

**Please see Program Description attached. (Attachment A)**

**E. COMPENSATION, HOURLY RATES AND BILLING**

Upon referral, Johnson County agrees to pay YAP, Inc. \$ \$35.00 per hour per youth.

Supported work may be utilized under this agreement.

YAP, Inc will bill Johnson County Juvenile Services at 1102 E. Kilpatrick Street, Suite C, Cleburne, Texas 76031, on a monthly basis for all services provided. The invoice will contain the hours of service or the number of days billed. Payments shall be mailed to:

Youth Advocate Programs, Inc.  
P. O. Box 950  
Harrisburg, PA 17108

**F. INSURANCE**

YAP, Inc. agrees to maintain all appropriate liability insurance. Proof of coverage will be provided to Johnson County Juvenile Probation upon request.

**G. CONFIDENTIALITY**

The parties agree to keep all client records confidential and to not reveal client information to any third party without the express written consent of both parties and the client.

**H ASSIGNMENT**

The parties may not assign or delegate to third parties any rights or duties under this agreement without the express written consent of both parties.

**I CANCELLATION**

Either party may terminate this agreement before the expiration date of the agreement upon thirty (30) days written notice to the other party, when deemed necessary by either party.

**J NOTICES**

Any notice under this agreement may be given to either party in person or by mail at the address given in paragraph A.

Youth Advocate Programs, Inc (YAP, Inc) efforts on behalf of troubled youth are community-based, meaning that YAP Inc offers family-focused programming and strives to help young people take advantage of beneficial resources that are available near their homes. Although some of these resources may be connected in some way to a religious or political group, YAP Inc employees will not independently encourage YAP Inc clients to follow the teachings of a specific religious group or to join a specific political party.

**K ENTIRE AGREEMENT**

This document contains the entire agreement between the parties. No amendment to this agreement shall be valid unless it is in writing and signed by both parties.

Youth Advocate Programs, Inc.  
Alan M Kassirer, Chief of PQI

Alan M Kassirer

Cristy Malott, Chief

C Malott 10-22-19

[Signature]

Chairman of the Board

[Signature] 11/12/19  
Johnson County Judge

**ATTACHMENT A – DETAILED DESCRIPTION OF PROGRAM**

**PROGRAM PURPOSE AND GOALS**

The proposed Tarrant County Youth Advocate Program will provide advocacy services to youth living in Johnson County, ages 12 to 17 that have been identified by the Referring Authority. The program will follow an innovative wraparound/advocacy model that includes a comprehensive mix of highly individualized services for youth and their families. Major program goals and objectives are as follows:

**GOAL: TO DECREASE THE NEED FOR INPATIENT CARE AMONG THE TARGET POPULATION**

**Objective: To provide role models who will educate and train youth in alternative, positive and successful behaviors**

**Objective: To increase the number of positive encounters youth experience within the community**

**GOAL: TO LINK FAMILIES WITH COMMUNITY-BASED ORGANIZATIONS AS NEEDED**

**Objective: To provide or arrange a continuum of needed services for youth and their families or extended families**

**Objective: To foster the creation of support networks for youth and families within the community**

**GOAL: TO ENHANCE ACADEMIC PERFORMANCE AND SUCCESS IN SCHOOL**

**Objective: To provide tutoring to improve grades**

**Objective: To encourage youth to attend school on a regular basis**

To accomplish the stated goals and objectives, the Harris County Advocate Program will:

- 1. Respond within 72 hours or sooner if necessary to each youth and family referred to the program**
- 2. Operate under a "no refuse" intake policy and target the most serious offenders**
- 3. Provide accurate assessments at intake and determine needed services or referrals**
- 4. Render services appropriate to the assessment that do not jeopardize the safety of the community, the youth or other family members**

5. Advocate and intervene for youth and families with community agencies and systems
6. Provide reports and documentation on a regular schedule, provide feedback and demonstrate program impact

YAP, Inc. services are intended to be flexible, rooted in the community, and have the capacity to be shaped in a manner that will address the specific needs of each family. Core principles that guide our work include:

- **Individualized Service Planning:** Individualized services are tailored for the unique needs and strengths of each family.
- **Cultural Competence:** Staff are recruited from the local communities and matched with youth and families to ensure cultural competence.
- **Partnership with parents:** A respectful partnership is developed with each family.
- **Focus on strengths:** Identifying and utilizing the strengths, assets and interests of all family members is essential to the success of the individualized service plan.
- **Family Empowerment:** A goal of services is for families to experience psychological empowerment and gain materially from involvement in services.
- **Teamwork and Mutual Assistance:** Formal and informal neighborhood supports and services are organized and coordinated.
- **Community-Based Care:** A goal of YAP, Inc. services is to identify untapped, valuable community assets and connect families with them.
- **Unconditional Caring:** YAP, Inc. maintains a "no refuse" intake policy and a "whatever it takes" approach that fosters creative partnerships and strategies to address the most difficult case situations.
- **Corporate and Clinical Integrity:** A spirit of optimism and shared accountability is fostered among staff and shared with families.
- **Giving Back:** Young people and families are encouraged to give back services and supports to the community.

#### **PROGRAM PHILOSOPHY**

The philosophy behind the proposed advocacy program stems from five principles:

- 1) An individual's successful functioning is related to the resources available through family and community
- 2) Human services should move from a specialized service delivery paradigm toward a support-oriented, holistic service delivery paradigm;
- 3) Because poverty is a pervasive underlying issue faced by human service professionals, an important task is to improve income levels of individuals and families
- 4) Humane, effective youth care systems can be provided within the community without jeopardizing the protection and safety of the public
- 5) All persons, even those who face substantial difficulties, have strengths and capabilities that can and must be developed.

#### **PROGRAM DESCRIPTION**

##### **Four Pillars of Service Delivery**

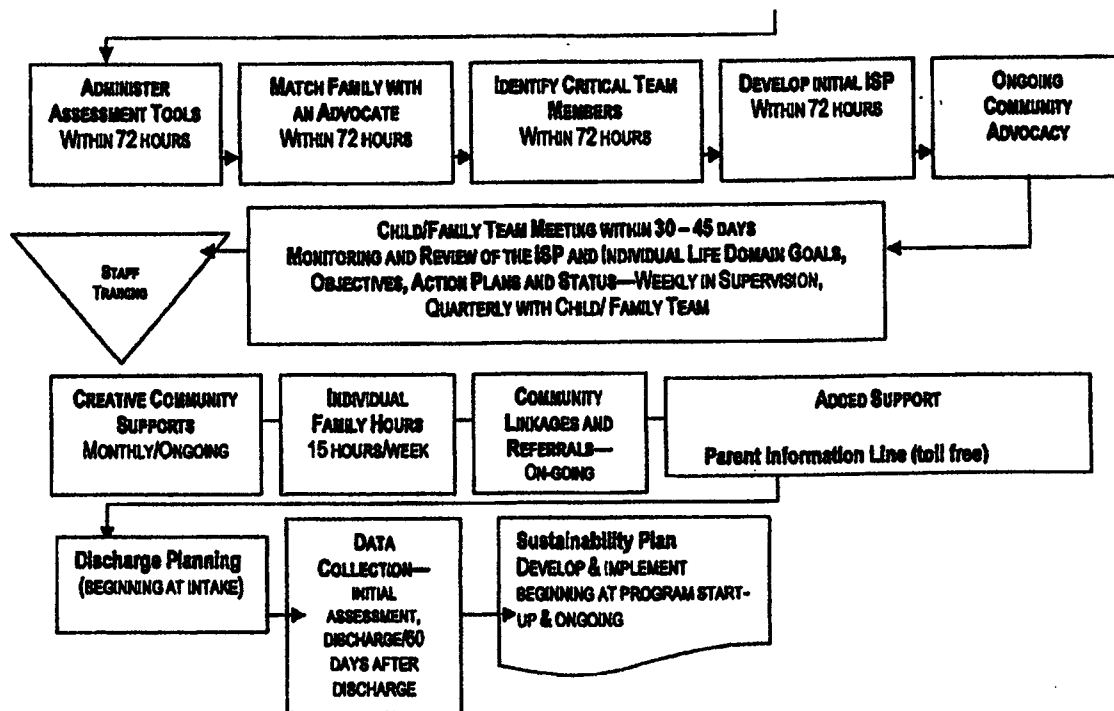
There are four pillars of our community based service model—the consistent, underlying core elements in every service plan. These four pillars are:

- **Community Advocacy:** Every young person is matched with a caring, trained and supportive adult role model. Advocates are recruited from the neighborhood where the youth and family reside. The goal is for the advocate and the youth to develop a caring, trusting relationship. If warranted, advocates are also assigned to adult family members, where they provide social support, help build new skills and assist in connecting family members with community assets.
- **A Needs-led and Asset-Based Approach:** Our service approach is broad and holistic. Needs are identified by the family. Service responses are creative and individualized to specific circumstances. Family and community strengths and assets are identified and built into every plan. Community partnerships are developed as part of the response to addressing individualized needs and building on identified assets.
- **No reject, no elect policy and commitment to unconditional care:** YAP, Inc. maintains an inclusive intake policy. Provided there are available slots, all referrals will be accepted regardless of behavior and case histories. The program will accept males and females and will not discriminate on any basis. Acceptance into the program will carry with it a commitment to unconditional care. Staff take a "never give up" approach in working with juveniles and families. When progress is not meeting expectations, staff work with youth and families to identify problem areas and revise strategies.

- **Community development, including building semi-formal and natural supports:** YAP, Inc. works with partners in building a sustainable network of support for families. This is done at the case level through linking youth and families with community organizations.

The proposed program is distinguished from traditional programs in its conformation to a **wraparound/advocacy model**. As used here, advocacy describes the relationship between a supportive skilled adult (advocate) and an at risk juvenile offender. The program relies on the premise that individual behavioral change occurs within the context of family and community. Therefore, an essential criterion for selection of advocates is that they reside within the zip code area of the clients they serve. Another criterion for selection is that advocates possess the life skills needed in order to respond effectively to the issues and problems faced by young people and their families. The most important criterion for advocate selection is the ability to relate to youth and families in a caring, respectful manner, and to understand family dynamics and environments typical of the community.

Program involvement begins with the receipt of the referral. The following Sequence of Service Delivery details the process from referral through discharge:



### 1. Initial Strength-Based Assessment Meeting

The most critical and important moment of the intervention is our initial meeting with the family. It is our goal to ensure that the family perceives the YAP approach to be genuine, realistic, non-blaming, respectful, meaningful and optimistic. The initial focus is



to offer each family 1) a voice in telling us their needs, strengths and their story; 2) input regarding their individualized services plan (ISP); and 3) ownership of the ISP.

When we first meet a family, we ask 4 basic questions:

- 1) What do you need?
- 2) How can we help?
- 3) How do we work together as equal partners to better your circumstances?
- 4) How can we work together as equal partners to better the community?

At the initial meeting, information is gathered and crisis/safety planning begins. Also, planning begins for the family team meeting, which occurs within seven days of intake.

## 2. Family Friendly Assessment and Planning Tools

We have developed several family-friendly assessment tools that are available in Spanish as well. These include:

1. A Visual Life Domain Family and Community Needs Assessment Tool
2. Strength-based inventory
3. Interest survey
4. Identifying the Support System

These tools are completed with the family in the most family friendly setting, to facilitate comfort, engage the family and build rapport. Often, initial assessment activities may be conducted at the child's current residence. Parents often tell us that this was the first time someone asked them "what they needed" instead of "telling them what they needed," and they were grateful for the opportunity to identify their strengths and capabilities rather than focusing on their deficits and weaknesses.

Using the information collected, we then identify and respond to the following:

**Needs:** "What person(s) or association in the community can help the family get this need met?"

**Strengths:** "What person(s) or association in the community can help the young person develop this strength?"

**Interests:** "What person(s) or association in the community can best help the young person nurture this interest?"

**Contributions:** "What person(s) or association can provide opportunities for the child and family to both give and receive services?"

Based upon the information collected in the assessment process, an individualized service plan will be developed for the child/youth and family.



### **3. The Family Team Meeting**

Thirty to 45 days following assessment, the child/youth/family team will meet. In our model, team meetings are composed of family members and friends, anyone whom the child and family want to contribute to the services plan. Family team meetings are scheduled at a time and place that is convenient for the family. It is their meeting and another opportunity to have a voice and participate fully in the continued development of their individualized service plan. At this time, the team will evaluate the individualized service plan and determine if the child/youth is on track.

### **4. Development of the Individualized Service Plan**

The written result of the assessment process is the development of an Individual Service Plan (ISP). Following the life domain model, goals and specific objectives are formulated to address any or all of the following areas: family interaction; residence; educational/vocational/life skills development; employment/career development; health/hygiene; social development; income; and legal issues. While it specifies objectives and responsibilities, the service plan is flexible to allow for changing family circumstances.

The ISP is also used as a tool for measuring child and family progress. Progress reports are sent to the referring authority and others as appropriate throughout program involvement. Should the child/youth/family team determine that the plan needs to be amended, these changes will be made and implemented.

### **5. Recruiting and training culturally competent staff**

Program staff will consist of: a full-time program director and a part time administrative manager and a staff of advocates. All staff will have appropriate combinations of education and experience.

The advocate staff will provide direct services to youth and families. Advocates may participate on either a full-time or part-time basis. Collectively, the advocate staff will have experience and skill in the delivery of social services to youth and families. Individual advocates may reflect various specialized skills. Advocates are assigned to work with a minimum of two youth at any one time, with an average caseload of four.

Ongoing staff development and training is provided by the agency. New staff members receive comprehensive orientation training. All employees participate in 22 hours of YAP Advocacy Training approved and accredited by Pennsylvania State University. They are provided with written materials that include an overview of YAP's philosophy, information on service planning and delivery, program policies and other relevant information. Emphasis is placed on intensive training for paraprofessional staff in crisis intervention, working with resistant families, procedures for reporting child abuse/neglect, and an array of other relevant topics. Advocates receive weekly supervision and ongoing support from the program director. In all elements of the staff

development and training program, emphasis is placed on developing staff sensitivity and awareness of issues faced by youth and families. Training is designed to promote understanding and to teach non-punitive intervention strategies. Cultural sensitivity, crisis intervention and an array of other issues are continually addressed.

At the heart of the training program is assessment/intervention and wraparound training. This aspect focuses on service delivery and includes strength-based assessment, individual service planning, case management/wraparound service delivery, interaction with youth and families, effective listening, adolescent development, conflict resolution, family dynamics, and a host of other related topics.

YAP staff will participate in trainings offered by the referring authority as deemed necessary.

## **7. Crisis and Safety Planning**

Crisis and safety planning is a hallmark of YAP service model. For all referred cases, a crisis/safety plan will be developed within the first two weeks of service referral. The Program Director and advocate staff will receive training in our model of safety/crisis planning. Child/family team members, time bank members as well as advocate staff will all be utilized to prevent crises from emerging. When crises do occur, team members will be involved in implementing the crisis plan. YAP staff is available 24 hours per day and 7 days per week to address crises when they occur.

## **8. Individual/Family/Group Time**

Individual time with the youth will be provided on a weekly basis for an average of four (4) hours. Generally a significant amount of the advocate's time with the youth and family is spent during evenings and weekends. During this time, the advocate will address the youth's needs in relation to school, home, familial relationships, peers, health needs, employment and other pertinent issues. Individual mentoring, homework assistance, family conferencing, and other one-on-one activities with the youth and family will occur during individual contact hours.

Group activities are designed to help youth develop interpersonal skills in a group setting and to expand their horizons. Sample group activities include trainings in life skills, other educational training sessions, recreational and constructive community activities, and other approved social, educational, recreational and employment-related activities. Group hours will be an average of six (6) hours per week or fewer.

## **9. Community Linkages**

A major function of wraparound service planning is to help families develop community-based support networks that will remain in place after program involvement has ended. This is accomplished by working in conjunction with community service providers and other organizations to coordinate service delivery to families. Linkages to



appropriate community providers and resources will be included in each youth/family ISP. Advocates will facilitate referrals and linkages to these providers. Linkages will include both traditional and non-traditional supports. In addition to family and peer relationships, linkages may include but not be limited to public schools, extra-curricular activities, and alternative educational programs. Other linkages may include local Y.M. and Y.W.C.A.'s, scouting, church groups, Precinct Community Centers, summer camps, or other community activities. As appropriate, advocates assist with referral to mental health/mental retardation programs, medical resources, parent support groups, drug and alcohol services, legal services, and others as needed. These linkages to community resources and support systems aid in sustaining community adjustment after program involvement has ended. An important program service will be helping families learn to negotiate the various systems and access resources independently.

### **SUPPORTED WORK OPTION**

A SUPPORTED WORK PROGRAM (A FORM OF SUBSIDIZED EMPLOYMENT) IS AVAILABLE FOR AGE-APPROPRIATE YOUTH OR, IN SPECIAL CIRCUMSTANCES, A PARENT FOR WHOM EMPLOYMENT IS A PART OF THE ISP. THIS OPTION PROVIDES UNIQUE OPPORTUNITY FOR ENTRY INTO THE WORK FORCE WHILE RECEIVING SUPPORT AND SUPERVISION FROM AN ADVOCATE. SUPPORTED WORK EMPLOYERS ARE ENCOURAGED TO HIRE THE PROGRAM PARTICIPANT UPON SUCCESSFUL COMPLETION OF THE EMPLOYMENT-TRAINING PERIOD. SUPPORTED WORK CONTRACTS NORMALLY OPERATE FOR A TWO TO THREE MONTH PERIOD.

### **10. Monitoring, Supervision and Quality Assurance**

The program director monitors the work of advocates and the progress of families in relationship to the goals specified in the ISP. The director may also make periodic visits to family homes or contact families by telephone to monitor progress and satisfaction with services. Additionally, the director provides supervision of advocate involvement with youth and their families through weekly individual staff meetings and monthly training sessions.

Services are also monitored by the Support Center (YAP's administrative headquarters) staff and independent telephone monitors. The monitoring process is accomplished through monthly telephone contact by independent telephone monitors with each family. Telephone monitors follow a specific procedure designed to elicit information regarding accuracy of reported services and satisfaction with services.

The monitoring process also includes monthly letter monitoring. Families receive a copy of their advocate's weekly activity report together with a questionnaire to be returned to The Support Center. A newsletter designed for families is included in this mailing. Results of telephone and letter monitoring are summarized and sent to the program director on a monthly basis. If discrepancies are detected, an investigation is instituted following agency procedures. YAP's toll free "parent hot line" gives parents



additional opportunity to ask questions and offer comments and suggestions on agency services. The parent line is staffed by a Support Center employee.

YAP will continue to track all demographic and program specific outcome measurements through data obtained at intake on an *Outcomes Measurement Survey: Entry Form* and at discharge on an *Outcomes Measurement Survey: Discharge Form* and an *Outcomes Measurement Survey* that updates status six months post discharge. The Quality Assurance and Outcomes and the Information Technology Departments of YAP, Inc. coordinate agency data collection and subsequent computer entry. Program directors are responsible for the review and evaluation of program reporting that is generated on a monthly basis, including periodic adjustments to program operations as needed. In addition, senior management and the YAP, Inc. Board of Directors oversee program development, program implementation, and the progress made on outcome measurements.

**HOW THE PROGRAM DIFFERS FROM TRADITIONAL MENTAL HEALTH AND JUVENILE JUSTICE MODELS**

Unique and innovative aspects of the YAP wraparound/advocacy model are summarized below.

<b>Traditional Models</b>	<b>Advocate Program (Non-Traditional) Model</b>
Focusing on deficits and pathologies.	Focusing on strengths and capabilities resident in each youth/family. Conducting strength-based assessments that address both needs and capabilities.
"Planning for" and "doing to"	Engaging families as equal partners who are treated with respect. Empowering families to function independently. Encouraging families to assume responsibility for their futures and to take control of their lives.
Limiting service planning and case conferences to "experts"	Actively involving families and community members in all aspects of service planning and delivery. Ensuring that families have access, voice and ownership.
Providing facility-based services according to pre-determined schedules.	Targeting services to times when they are most beneficial and convenient for families. Working non-traditional hours in family homes regardless of the condition of the neighborhoods.
Following pre-determined schedules for intensity of intervention, level of service and length of program stay.	Providing a flexible service delivery system with the capability of adjusting intervention according to family progress and need.
Refusing or terminating services if deemed appropriate by the provider.	Maintaining an inclusive intake policy and providing unconditional care. (No reject, no eject) Revising strategies rather than blaming the client.

<b>Making referrals and linkages based solely on available slots or existing resources.</b>	<b>Linking families with services appropriate to their specific needs. Developing new resources/services when appropriate resources are non-existent or inadequate.</b>
<b>Following standardized discharge procedures for all youth and families served.</b>	<b>Developing individualized discharge plans in concert with the family and child/family team members. Ensuring that supports are in place to sustain the family after discharge.</b>
<b>Relying on staff reports and numerical statistics to evaluate program success.</b>	<b>Enhancing statistical information with input from families regarding quality and effectiveness of services. Utilizing independent telephone monitors to contact families and elicit feedback.</b>

### **CONCLUSION**

YAP, Inc. in general has a distinguished history of successful service to the target population. The mission of YAP, Inc. is to provide individuals who are, have been or may be subject to compulsory care with the opportunity to develop, contribute and be valued as assets so that communities have safe, proven effective and economical alternatives to institutional placement. Over the years, YAP has focused exclusively on non-residential community-based programming. Based in Harrisburg, Pennsylvania, YAP currently operates 126 programs serving 75 counties across thirteen states and Washington DC. We have 2300 staff serving 5000 young people and their families at any given time. We also have programs in the United Kingdom and five programs in Ireland. We provide support and assistance to sister agencies in Guatemala, Sierra Leone, Belfast, Northern Ireland, Scotland and Hawaii. Clients are referred by child welfare, juvenile justice and mental health systems. Results of internal and external agency monitoring reflects an overall success rate of 86% in preventing out-of-home placements of at-risk children and youth.

Agency service in Texas began in 1992 in Tarrant County with the Tarrant County Advocate Program based in Fort Worth. As a result of the program's successful outcomes in gang-dominated neighborhoods in the southwest sector of the city, TCAP expanded to include other Fort Worth neighborhoods. In their September 2005 Juvenile Justice Bulletin, the Office of Juvenile Justice and Delinquency Prevention (OJJDP) cites the Tarrant County Advocate Program's (Tarrant County, Texas) success as a "best practice" for juvenile services. This reference is from "Alternatives to Secure Detention and Confinement of Juvenile Offenders," page 19.

Services began in the Austin area with the Austin/Travis Advocate Program in 1994. Since that time, ATCAP has provided advocacy services for adjudicated youth referred by the Travis County Juvenile Probation Department. Additional services previously offered by ATCAP included MH/MR mentoring, a program for autistic children and a first time offender program.



Dallas County Advocate Program, the Dallas County YAP Counseling Services, Dallas County Family-Based Safety Services followed shortly after ATCAP. The newest Texas programs are the Nueces County Advocate Program and the Tom Green County Advocate Program.

The Harris County Advocate Program opened in December of 2000 and has two locations – North and South. We provide a variety of services to youth and families including the services that you are requesting.

In an Evaluation Report to the Juvenile Board from Rea and Associates, Inc., a social services consultant organization engaged to conduct an evaluation of the HCAP project, the following statistics were noted:

- During calendar year 2002, 323 youth were referred to HCAP. These youth received over 60,632 hours of service from HCAP Youth Advocates
- 80% of youth were successfully discharged.
- The recidivism rate for discharged youth was 14%.

HCAP has the ability to provide the requested services to children in Harris County ages 5 to 18 that have emotional or behavioral problems. We have a history of providing advocacy services in Harris County to this population of at-risk youth. Not only do we provide these services in other Texas counties, but in counties in New York, New Jersey and Pennsylvania. Our mission and core principles adhere to the systems of care values and philosophy and are the foundation for our service delivery. We are child focused, family driven, culturally competent, community-based and cost effective. Each child/youth and family will have an individualized service plan and planning and service delivery will follow the wraparound/advocacy model.

**NON-BOYCOTT PROVISION ADDENDUM TO  
SERVICE AGREEMENT  
JOHNSON COUNTY and YOUTH ADVOCATE PROGRAMS, INC.**

The additional terms set forth in this Addendum are made a part of the agreement between Johnson County Juvenile Services (hereinafter called COUNTY), and Youth Advocate Programs, Inc., for the period September 1, 2019 through August 1, 2020.

**NON-BOYCOTT PROVISION**

**Youth Advocate Programs, Inc verifies that it does not boycott Israel and will not boycott Israel during the term of this contract. The term "boycott Israel" is defined by Texas Government Code Section 808.001, effective September 1, 2017. Harris Systems USA, Inc. further verifies that it is not engaged in business with Iran, Sudan, or any foreign terrorist organization. The term "foreign terrorist organization" means an organization designated as foreign terrorist organization by the United States Secretary of State as authorized by 8 U.S.C. Section 1189.**

**Johnson County Juvenile Services  
STATE OF TEXAS**

By: 

Mrs. Cristy Malott, Chief  
Johnson County Juvenile Services  
1102 East Kilpatrick, Suite C  
Cleburne, TX 76031

**YOUTH ADVOCATE PROGRAMS, INC.**

By: 

Mr. Alan M. Kassirer, Chief of PQI  
Youth Advocate Programs, Inc  
2007 North Third Street  
Harrisburg, PA 17102

Date: 10-22-19

Date: 10/22/19