

AGENDA PLACEMENT FORM

(Submission Deadline – Monday, 5:00 PM before Regular Court Meetings)

Date: October 25, 2024

Meeting Date: November 12, 2024

Submitted By: Steve Gant

Department: Juvenile Services

Signature of Elected Official/Department Head:



Court Decision: <small>This section to be completed by County Judge's Office</small>
 <div style="color: red; font-weight: bold;">11-12-24</div>

Description:

Consideration and Approval of Youth Advocate Programs, Inc. (YAP) Service Agreement with Johnson County Juvenile Services.

(May attach additional sheets if necessary)

Person to Present: _____

(Presenter must be present for the item unless the item is on the Consent Agenda)

Supporting Documentation: (check one) ☐ PUBLIC ☐ CONFIDENTIAL

(PUBLIC documentation may be made available to the public prior to the Meeting)

Estimated Length of Presentation: _____ minutes

Session Requested: (check one)

☐ Action Item ☒ Consent ☐ Workshop ☐ Executive ☐ Other _____

Check All Departments That Have Been Notified:

☒ County Attorney ☐ IT ☐ Purchasing ☐ Auditor

☐ Personnel ☐ Public Works ☐ Facilities Management

Other Department/Official (list) _____

**Please List All External Persons Who Need a Copy of Signed Documents
In Your Submission Email**

Approved in CC on 9/11/2023

YOUTH ADVOCATE PROGRAMS, INC.

SERVICE AGREEMENT

A. PARTIES

This agreement is made by and between Youth Advocate Programs, Inc. (YAP) 3899 North Front Street, Harrisburg, PA 17110 and Johnson County Juvenile Probation, a political subdivision of the state of Texas, 1102 E. Kilpatrick Suite C, Cleburne, TX 76031.

B. PURPOSE OF AGREEMENT AND SCOPE OF SERVICES

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.

Please see Program Description attached. (Attachment A)

C. COMPENSATION

YAP agrees to charge, and Johnson County Juvenile Probation agrees to pay, for the services identified in paragraph B at a rate of \$44.43 per hour per youth.

YAP shall send an invoice to Johnson County Juvenile Probation 30 days after the end of each month during which services are provided. Johnson County Juvenile Probation payment will be due to YAP within 30 days of receipt of such invoice.

D. TERM OF AGREEMENT

Unless otherwise cancelled in accordance with paragraph H below, the term of this agreement shall begin **September 1, 2024**, and end no later than **August 30, 2025**. The agreement shall be renewable annually upon written mutual agreement of both parties.

E. INSURANCE

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

F. 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.

The parties agree that any information that is gathered, and which is subject to the Health Insurance Portability and Accountability Act of 1996 (HIPAA), shall remain

confidential. This provision shall continue in perpetuity after the expiration of this Agreement. All client records are the property of YAP.

G. 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.

H. 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.

I. NOTICES

Any notice under this Agreement may be given to either party in person, by registered mail, return receipt requested, or by email to:

<p>For YAP:</p> <p>For Yap Service:</p> <p>Kimbery Brandon Vice President-West Region 7524 Mosier View Ct, Ste 200 Fort Worth, TX 76118 kbrandon@yapinc.org</p> <p>With a copy to:</p> <p>Mary Sersch Director of Contracts 3899 N. Front Street Harrisburg, PA 17110 msersch@yapinc.org</p>	<p>For: Johnson County Juvenile Probation</p> <p>Steve Gant Director Chief Juvenile Probation Officer Johnson County Juvenile Services 1102 E. Kilpatrick, Suite C Cleburne, TX 76031 Phone: 817-556-6880 Email: sgant@johnsoncountytexas.org</p>
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J. INDEPENDENT RELATIONSHIP

None of the provisions of this Agreement is intended to create nor shall they be deemed or construed to create any relationship between the parties other than that of independent entities contracting with this Agreement. The parties to this Agreement and their respective employees shall not be construed to be the agent, employer, or representative of the other party. Neither Johnson County Juvenile Probation nor its employees have authority to enter into contracts or agreements on behalf of YAP.

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.

IN WITNESS WHEREOF, the Parties hereto have executed this Agreement and/or authorized same to be executed by their duly authorized representatives as of the date shown below the respective signatures, said Agreement to become effective as of the later date.

Youth Advocate Programs, Inc.

Carla Powell date 9/26/2024
Carla Powell, Chief Growth & Development Officer

Johnson County Juvenile Probation
Steve Gant date 10-25-2024
Steve Gant, Director
Chief Juvenile Probation Officer

Steve McClure date 10-25-2024
Judge Steve McClure
Juvenile Board Chairman

Christopher Boedeker date 11-12-24
Judge Christopher Boedeker
Johnson County Judge



April Long date 11-12-24
April Long
County Clerk

ATTACHMENT A – DETAILED DESCRIPTION OF PROGRAM

PROGRAM PURPOSE AND GOALS

Youth Advocate Programs (YAP®), Inc. will provide advocacy services to youth living in Johnson County, ages 12 to 17, that have been identified by the Johnson County Juvenile Services. The program will follow an innovative wraparound/advocacy model that includes a comprehensive mix of highly individualized services for youth and their families. YAP proposes to provide up to eight (8) hours of services per week for up to four (4) youth and families at any given time serving up to eight (8) participants per year. The average length of services is 4-6 months. YAP services are flexible and non-prescriptive and include 24/7 crisis intervention support. YAP can respond to changing situations by providing more services at times when they are truly needed and less services as youth and families demonstrate increased ability to self-manage their lives. It is this flexibility that ensures families receive the right level of service for the right amount of time. 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, YAP 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.

Youth Advocate Programs (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:

- **No Reject, No Eject Policy**
- **Individualized Service Planning**
- **Strengths-Based Approach**
- **Family Partnership & Empowerment**
- **Cultural & Linguistic Competence**
- **Team Work**
- **Corporate & Clinical Integrity**
- **Giving Back**

PROGRAM PHILOSOPHY

The philosophy behind the proposed advocacy program stems from YAP's specialty in serving at-risk and high-risk youth with multifaceted needs, including complex needs, by providing intensive, unconditional support through our Wraparound Advocacy (YAPWrap™) model. Rather than mandating youth to enroll in pre-determined treatment plans, YAP uses a strength-based service approach to "wrap" comprehensive individualized services and support networks "around" delinquent or dependent youth. The YAPWrap service model is comprehensive, trauma informed and holistic, utilizing best practices and core principles found in the wraparound, mentoring, restorative justice, and positive youth development fields.

The YAPWrap service model is based on research as well as our decades of successful practice that demonstrate that troubled youth can make remarkable strides when: 1) they are engaged in structured activities that reflect their needs, strengths and culture; 2) their families are informed, empowered and charged with the responsibility to provide support to the youth; and 3) dependable adult role models provide the youth with encouragement, limits, and a means of accessing the positive community supports that will remain after YAP's services have ended. The YAPWrap service model promotes community safety, youth accountability, and youth well-being through incorporating:

1. Holistic assessment and development of Individualized Service Plans using a wraparound team-based planning process that promotes youth and family voice and choice.
2. Intensive, flexible, and goal-driven interventions and trauma-informed services delivered where and when they are needed by caring, trained staff.
3. Active coordination with other stakeholders and facilitation of meaningful and sustainable community connections aligned to youth and family needs, goals, and interests.
4. "Purposeful Transition" discharge planning that ensures ongoing mechanisms of support are in place for participating youth and their families.

PROGRAM DESCRIPTION

The cornerstone of the YAPWrap model is the culturally competent Advocate. Recruited from the community served, YAP Advocates are highly skilled and trained mentors, coaches and community advocates who are paid both to deliver services themselves and to link children, youth and their families with other services that will help them to address the needs identified in their Individualized Service Plan. Advocates are trained to deliver services using a combination of one-on-one, group and family services. Advocates provide and arrange for purposeful activities based on the youth's behavioral objectives as well as their strengths and interests. At the same time, Advocates partner with parents/guardians, including foster parents and other guardians, and support families in meeting their needs.

Wraparound Planning Process

Research has demonstrated that the "evidence-based" wraparound process can produce significantly better outcomes for families with substantial needs than traditional approaches, including increased permanency and stability; improved behavior and mental health symptoms; improved school outcomes; decreased family safety issues and risk factors; increased family protective factors; increased family engagement and satisfaction with services; and increased family resources to support their own children.

The wraparound planning process is an evidence-based approach that is an intensive, individualized holistic care planning and coordination method to working with high and complex need children, youth, and families in the context of their homes and communities. Empowerment of children, youth, families, and communities is central to the wraparound approach. With its focus on strengths rather than deficits, wraparound services enable families to develop their capabilities, rather than become dependent on external support.

While wraparound intervention addresses immediate needs, it also acts as a catalyst in creating permanency, independence, and self-sufficiency by increasing protective factors and reducing risk factors. All YAP services focus on family "voice and choice," which means that the family's perspectives and preferences are integral parts of the process and drive services from start to end. From the moment we first meet a family through their completion of our programs, families are empowered as equal partners and interventions are tailored to their unique needs, strengths, interests, and preferences.

Wraparound principles also emphasize the importance of unconditional care, which enhances trust and participation. No youth or family referred to YAP's program will be refused services based on histories or presenting issues, and services to young people or their families are never terminated due to case management difficulties. This **"No Reject - No Eject"** practice permeates YAP's work.

Holistic Assessment

YAP will initiate contact with the youth and their family within forty-eight (48) hours of referral to schedule an initial assessment, which will be based on their needs and strengths. The first phase of service delivery starts with assessment that leads to the development of the Individualized Service Plan that guides service delivery. Assessment typically lasts 4 weeks. When we first meet a family, we ask four basic questions in order to ensure that youth and families are provided with access, voice and ownership of their service plan: ***(1) What do you need? (2) How can we help? (3) How can we work together as equal partners? (4) How can you help?***

Intake assessments focus on the need for outside supportive services and utilize four family-friendly assessment tools, available in English and Spanish, to gather critical information about strengths, needs, interests and family support.

YAP® Strength-Based and Family Friendly Assessment Tools

- YAP® ***Life Domain Tool*** is used to identify needs and strengths of the youth and family in core areas of family, education, social development, employment and training, finances, housing, legal, spirituality, recreation and culture, mental health, medical and safety.
- YAP® ***Strengths Tool*** gathers information about strengths, talents, capabilities, assets and aspirations, with a special focus on employment and education.
- YAP® ***Interest Survey*** allows youth and families to identify activities of interest, including community organizations they may be involved with or are interested in becoming involved with as part of YAP services.
- YAP® ***Family Values and Vision Tool*** is used to gather information about the family's culture, traditions and vision for the future.

YAP's approach with all youth and families is ***trauma informed***, meaning that we assume that every family has experienced some form of trauma and implement specific strategies to promote trust, safety, choice, collaboration, and empowerment into all aspects of programming from beginning to end. Information from these tools is gathered and an Individualized Service Plan (ISP) is developed with the youth, their family and with input from the youth's Family Team. Parents/guardians are treated as equal partners in all aspects of service planning. YAP staff review with parents/guardians how they run their household, what aspects of their parenting they view as positive, what they view as areas of need and what changes they envision occurring with their family in the next six months.

During the assessment, areas of risk are identified and addressed and managed using YAP's ***crisis/safety planning process***. This is part of YAP's commitment to ongoing assessment of family dynamics and our ability to manage individual and community risks. Safety assessments and plans on risk issues such as abuse/neglect, violence, substance abuse, criminal activity, exploitation, suicide, depression, or runaway behaviors are a key focus. YAP staff work diligently with the youth, parent/guardian, and Family Team members to identify predictors of potential crises; develop prevention options; and carefully develop a

plan for de-escalation when crises occur. ***YAP staff members are available 24/7 to assist youth and families in crisis situations.***

All Safety Plans are shared with Family Team members to ensure that all Family Team members understand and agree to their role in guiding the family during periods of instability. Safety planning is constantly reviewed by Family Team members to address challenges and improve the chances for success. The goal is for the Family Team members to be self-sufficient and for safety planning to be sustainable long after formal YAP services end.

Beginning at referral, YAP staff members seek to identify and understand a youth's position in school, at work, with peers and community institutions. The initial goal is to determine the specific difficulty within any systems in which a participant is involved (e.g., youth justice, problems in school) and to identify any problems that might interface between two or more systems (e.g., peer/family conflict).

Family Teams

A core component of the wraparound process is the establishment of engaged and sustainable ***Family Teams***. The Family Team Meeting (FTM) takes place approximately 3-4 weeks after assessment begins. YAP staff network with formal and informal supports identified through the intake and assessment process to determine needs and goals for each referred family. The Family Team Meeting (FTM) is a case conferencing process that resembles features of the Family Group Conferencing model. It is a means of collaborating and planning among family members, friends, supportive people, and other service providers. The meeting begins with strengths identified by all Family Team members before any service planning begins. YAP staff make sure that the family feels comfortable, supported and that their needs and questions are heard and answered.

The long-term intention of creating a Family Team is to organize a sustainable network to support the young person and his/her family while in YAP and, most importantly, long after discharge. A sample Family Team can include the Child, Parent/Guardian, YAP Advocate, Probation Officer, Social Services Case Worker, Coach/Teacher, Neighbor, Aunt/Uncle and/or Clergy.

Development of Individualized Service Plans (ISP)

Helping to increase "protective factors" and reduce "risk factors" is a core strategy of YAP. For each youth, YAP will work with the young person and their parents/guardians to complete an Individualized Service Plan (ISP), developed through a strength-based team process. The plan for each youth and family will follow a life domain model, addressing areas including but not limited to:

- Residential
- Financial
- Family
- Psychological/Emotional
- Social
- Legal
- Educational
- Safety
- Employment/Vocational
- Medical/Health
- Community Service

Each plan will identify services needed, outline roles and responsibilities, and provide for an emergency plan and ongoing review. Specific goals and measurable outcomes will be developed for each life domain area where unmet needs are identified. The development and initial steps of the ISP will be the basis for establishing a trusting relationship with the youth and family. All plans will be in writing and will include signatures of the youth, family, and other Family Team participants.

During the first month of services staff will assess needs for outside referrals and assist the family in completing those referrals (e.g., mental health and substance use treatment, medical and dental appointments, secondary education pursuits and public assistance paperwork/requirements). These referrals and additional community-based services will be included in the youth and family's ISP.

A copy of the ISP is sent to all Family Team members. From that point, a review of the ISP is conducted a minimum of every three months to determine if additional support is needed and to review progress with the group.

Individual, Group, and Family Focus of the YAPWrap™ Model

Guided by Individualized Service Plans (ISPs), youth and families will be matched with a culturally competent Advocate. Assigned YAP Advocates work closely with youth and their family to plan and implement intentional weekly activities. **Individual services** provided by Advocates are core elements of the YAP intervention. Many of the youth YAP serves require one-on-one work with an adult who is specifically assigned to assist them and to help in the implementation of the ISP. Advocates arrange for purposeful activities with the youth based on the youth's needs and behavioral objectives as well as their strengths and interests.

One-on-one services will vary by young people's circumstances and the jointly developed ISP. Through direct support and community connections, Advocates help young people build skills and competencies, improve academic engagement and performance, build their employment prospects, and connect to pro-social people, places, and activities. They also work with youth to constructively address challenges and opportunities that arise in the home, school, workplace, and neighborhood. Advocates use mentoring, coaching, role modeling, sharing information, and providing linkages to additional community resources to help youth develop core skills and competencies that can benefit all areas of their life. This ranges from practical skills, such as time management, to interpersonal skills such as effective communication and conflict resolution techniques.

YAP staff complement one-on-one work with structured and supervised **group services**. Groups provide critical opportunities for youth to learn new skills, expand their horizons, and engage with a positive peer support group. In order to be successful, young people must understand and experience relationship building, coping skills and positive socialization. YAP staff may incorporate specific evidence-based curriculum and restorative practices, such as Restorative Circles, to achieve these objectives and encourage constructive engagement. YAP also plans, facilitates and supervises group field trips to cultural and other activities and organizes participation in volunteer and community service opportunities.

In addition to YAP's core model, the program is enhanced by specific interventions designed to meet the needs of children and youth: ***Peaceful Alternatives to Tough Situations (PATTS)*** a research based and trauma informed program that addresses the key ingredients of resiliency skills including understanding that past life experiences can affect our reactions and events now, affect regulation, affect identification and the use of positive cognitions.

Supported Work is available for youth who are age appropriate and have the necessary skills will receive Supported Work services. Supported Work is a form of subsidized (paid) employment training that provides short-term, real work experience and reduces barriers to employers taking on high-risk youth by having them supervised and paid by YAP. YAP arranges, facilitates, and coaches youth through Supported Work opportunities in local businesses, charities, community service events, or via in-house services within YAP programs. YAP Advocates visit Supported Work sites prior to placement of a youth to ensure safety and ability to supervise and coach youth with limited employment experiences.

Family/Guardian support is provided as well as support for the youth as part of YAP's holistic Wraparound Advocacy approach. Family work is often focused on assisting parents/guardians in household management, setting of rules and expectations, and reducing conflict in the home. Family work might also involve a defined intervention such as a parent attending a support group for parents of teenagers in the community or the Advocate fashioning a structured intervention to assist a parent in household management including establishing rules governing the home.

The outcomes built into the ISP focus on promoting a stable living situation, improving connection to school (and work where applicable), improving family functioning and communication, improving problem-solving and self-regulation, and improving parent/guardian competency and well-being. Special emphasis is placed on areas that are most critical to each youth and family, including family relationships and household management, school performance, access to concrete resources and services, and positive connections to activities within the community.

To help make these supports sustainable, Advocates work to transfer management skills, including Family Team service planning, to the family. They co-facilitate Family Team meetings with parents/guardians, model how to advocate for needed support in the presence of families and empower youth and parents to organize other Family Team members to support planned goals. This process gives each family member the confidence to recognize their capabilities to be change agents in their own lives. By the time a family is discharged from YAP, they will have acquired new skills and support, and parents will have increased confidence that they can supervise their children and manage their own affairs. Working with youth and families in this way promotes the developmental assets of mutual support, empowerment, boundaries and expectations, constructive use of time, positive values, social competencies, and positive identity.

Improving Youth Economic Opportunity & Employment: To achieve long-term positive outcomes, youth need access to meaningful employment to build their future economic opportunities. For youth who are involved in the youth justice system, gaining this work experience can be difficult due to their histories of trauma, poverty, or gang affiliation. The consequence is that these youth often face a lifetime of negative

social and economic outcomes if these challenges are not met. YAP offers the following programs and services to build economic and employment opportunities for youth as part of our YAPWrap services.

Meaningful Community Connections

Collaboration is a cornerstone of YAP's approach. YAP links participants to community resources that will help address identified needs and goals and will continue to serve as a community-based support network after YAP's engagement has ended. YAP achieves this by pro-actively managing collaborations with an array of agencies, social service organizations, employers, educational institutions, and other youth and family serving entities as well as by developing informal social supports through family and community members who have an interest in actively supporting the youth and family. YAP leadership and local staff are continually networking to strengthen and expand our partnership network. YAP staff go beyond simply making a referral and use an advocacy approach to ensure that barriers to resources are removed and services are being received.

Throughout services, YAP facilitates meaningful community connections. Many families referred to YAP services are isolated in both figurative and literal ways: they do not have a robust and positive support system; they have poor histories with schools and other service providers; they have needs that could be met from within the community but are not; and they are not engaged in social activities within their community. Developing an engaged and sustainable support system for each family is a priority of YAP's service delivery. Through the wraparound planning process and advocacy services, YAP connects the family with community members, service providers, organizations, and activities. These connections are driven by the family and their expressed needs and interests and are accessible to the family even after YAP services end.

YAP develops strong local partnerships with child welfare, youth justice, academic and other agencies in addition to community-based organizations, faith-based groups, mental health and substance abuse services, housing agencies/shelters, employers and others. YAP leverages these partnerships to connect children, youth and families to additional support that remains in place after formal services have ended.

Purposeful Transition

Unlike traditional service models that often do not provide ongoing mechanisms of support, one of YAP's primary goals is to prepare youth and families to carry on successfully after formal services end. YAP discusses the end of service engagement from the initial meeting with the family and throughout service delivery in order to best prepare them for long-term success. Along the way, YAP engages service providers, coaches, neighbors, extended family, recreation centers, healthcare providers and other supports that help support and strengthen the youth and family. We work with families to develop eight core transition assets throughout our service provision that equip them to successfully manage their family and their needs:

- Set Goals
- Advocate (for self and family)
- Navigate (systems)
- Follow Through (on planned activities)
- Access Resources
- Maintain Crisis
- Manage Supports
- Manage Planning

Staff assess the level of support families need in each asset area and purposefully dedicate energy into helping families learn these skills, moving from dependence on YAP staff modeling for them (“Do For”), to doing activities with staff coaching them (“Do With”) to managing tasks independently (“Cheer On”). These efforts are part of what we call **“Purposeful Transition.”** To promote independence and self-sufficiency, YAP works to transfer increasing responsibility to young people and families to manage their schedules, activities and supports as they progress through the program. This provides the opportunity for program participants to gain confidence and begin to implement the skills and competencies they have acquired in the program with their Advocate providing feedback and encouragement. Thus, YAP’s “Purposeful Transition” positions youth and families to move from dependency to self-efficacy and self-advocacy.

In consultation with referring agents, YAP initiates formal and intensive discharge planning around thirty (30) to sixty (60) days before the end of the service period. YAP requests that the Family Team meet one final time prior to discharge to ensure that support is in place and that youth and families have a plan that they feel confident will meet their needs.

YAP formal Discharge Plan encompass three key elements:

- 1) Ensuring a supportive and sustainable community network is in place;
- 2) Ensuring meaningful crisis prevention and intervention plans are in place; and
- 3) Ensuring youth and families know how to independently access support and help.

Cultural and linguistic competence is a core principle of YAP. Advocates are trained and recruited to address the cultural and language differences of the youth and families served. Often, recent immigrants may have language or cultural barriers that pose challenges communicating with court, school, and other officials. ***YAP staff arrange for language translation services when necessary. In addition, many of our Advocate staff are themselves fluent in Spanish or other languages.***

YAP assures cultural competence by using a same zip-code staff recruitment strategy. Every young person is matched with a trained Advocate from their neighborhood/community. Advocates work to develop productive relationships with youth and encourage local community members to do the same. This is possible because YAP staff members know the strengths and needs of the community and reflect the ethnic, racial, and cultural diversity of their service area. Advocates are not therapists, and some may only have a high school degree. At the same time, Advocates establish open and trusting relationships

with participants which enable and encourage youth to speak up, whether to the Advocate or to their parents or other guardians.

Since 2009, YAP has received accreditation from the Council on Accreditation (COA). The COA accreditation process involved a detailed review and analysis of our operations and its service delivery practices. YAP performance was “measured” against national standards of best practice. These standards emphasize services that are accessible, appropriate, culturally responsive, evidence based, and outcomes oriented. **Achieving COA accreditation supports the premise that YAP services are provided by a culturally competent, skilled, and supported workforce.**

YAP provides Trauma-Informed Care. Another unique aspect of YAP’s organizational profile is the ability to respond to the trauma-related needs of individuals of all ages. As a trauma-informed agency, YAP is committed to building brighter futures by Creating Relationships and Environments of Awareness, Trust, Empowerment and Safety (CREATES).

CREATES: YAP’s Commitment to Providing Trauma-Informed Care

- **CREATING:** YAP is intentional and purposeful in our effort to look at how exposure to trauma impacts the needs of those we serve, as well as our employees. We monitor and revise our practices regularly to strengthen our organization.
- **RELATIONSHIPS:** To ensure our agency is trauma-informed, we build positive relationships with youth and families, community partners and among YAP’s employees.
- **ENVIRONMENTS:** YAP partners with people by helping them to find safe and nurturing environments, building resilience in the communities where they live, work, learn and play. YAP also engages in outreach to change systems to be more trauma informed.
- **AWARENESS:** YAP respects individuals’ cultures, preferences and past experiences, mindful that exposure to trauma impacts many people in various aspects of their lives.
- **TRUST:** YAP is committed to meeting people where they are and honoring their preferences and choices. To develop trusting relationships, we encourage and help foster consistency, reliability, acceptance, kindness and unconditional commitment.
- **EMPOWERMENT:** YAP empowers individuals through interactions that are respectful, strengths-based, and promote voice and choice in decision making.
- **SAFETY:** YAP develops atmospheres that ensure physical, emotional, spiritual and cognitive safety for all.

YAP Staff Training and Organizational Structure

YAP provides staff with a rigorous training program and ongoing supervision and support. YAP’s training program includes:

- **Orientation:** YAP staff members undergo a thorough program orientation that includes information about their local program, including the referring authority, the target population, and their role and responsibilities in ensuring successful delivery of required service components. This training is augmented by specific training on documentation requirements, supervision, and YAP Personnel Policy Manual.
- **Basic Advocacy Training:** YAP staff members attend an intensive, nine-course Basic Advocacy Training (BAT). The BAT is accredited by Rutgers University, offers 18 professional CEUs, and provides practical skill-building strategies. BAT emphasis areas include: engaging youth and families; safety planning; setting and maintaining professional boundaries; understanding human development; cultural competence; developing community connections; setting goals and achieving progress; and employing a positive youth development approach. The curriculum is completed within the first year of employment; Integrity Compliance (BAT2) must be taken prior to meeting youth and families; BAT 1 must be taken within the first month of hire, and BAT 3 must be taken within the first three months of employment. Integrity Compliance is taken annually.
- **Mandt System:** Staff are expected to become certified in the Mandt Relational Chapters within one year of hire. The Mandt System is a training curriculum that teaches skills on the “prevention, de-escalation and, when necessary, intervention skills to help individuals when their behavior poses a threat of harm to themselves or others.” The focus of The Mandt System is on building healthy relationships to “support people, not just behaviors” by meeting emotional, psychological and physical safety needs so individuals can learn safer, more pro-social behaviors. The Mandt System requires annual re-certification.
- **Program Specific & Ongoing Training:** Training is provided for specific interventions and curricula utilized in the program and additional training required by the local program and referring partner. Program staff participate in a minimum of 20 hours of ongoing training a year. To ensure that our program staff remain aware of the latest programming and best practice strategies, training is offered monthly and is provided either in-house by YAP specialists or within the community. Training topics are chosen and prioritized based on trends or themes in family needs that the Program Director observes through supervision and staff meetings. Staff members are also required to attend monthly staff meetings during which innovations to programming, administrative requirements, case studies and other topics are discussed to promote staff development and strengthen the program’s ability to meet the needs of the youth and families being served.

In Johnson County, YAP’s staff consists of one (1) full-time Program Director, Alex Alvear. The Program Director is responsible for operating the local program and providing supervision and support of program staff. They serve as a liaison with referring and community partners, monitor youth and family progress, ensure contract compliance, oversee the development and implementation of Individualized Service Plans (ISPs), and facilitate Family Team Meetings. YAP Program Directors must have a bachelor’s degree at a minimum and prior experience supervising staff. They are supervised by the Regional Director.

One (1) part-time Program Coordinator (*to be hired*) is responsible for operating the local program and providing supervision and support for program staff. This position will also carry a caseload of one youth at any given time. The Program Coordinator serves as a liaison with community partners, monitors youth and family progress, ensures contract compliance, oversees the development and implementation of Individualized Service Plans (ISPs), and facilitates Family Team Meetings.

Advocates (TBH)- Advocates provide direct services to youth and families through goal-driven interventions. The Advocate carries out the Individualized Service Plan (ISP) that is developed with each youth and their family. Advocates carry a caseload of 2-4 youth and their families. YAP Advocates hold GED's to PhD's depending upon the needs of our youth and families because we hire from within the communities in which the youths live. Advocates are supervised by the Program Director.

YAP has a well-developed infrastructure that allows the agency to manage growth and expansion and support effective program implementation. The organizational management structure of YAP includes:

- The YAP President and Chief Executive Officer, Gary Ivory, oversees all agency programming and reports to a diverse and independent Board of Directors who contribute a wealth of experience and expertise. The Board meets regularly during the year, both collectively and in Committees such as Executive, Finance, Audit, International, Systems Change, and Nominations.
- Mr. Gary Ivory leads the Executive Team, which also includes the Chief Financial Officer, Chief Growth and Development Officer, Chief Impact Officer, Chief Learning and Innovation Officer, Chief Marketing and Communications Officer, Chief Operations Officer, Chief People Officer, Chief Program Officer, and YAP's General Counsel. The Executive Team's responsibilities include long-term strategic planning, preservation of the financial stability of YAP, and quality improvement.
- The YAP National Leadership Team consists of the Executive Team, administrative department Chiefs, national Directors, and Executive Vice Presidents who supervise various geographic regions. This group meets monthly to cross-pollinate ideas, improve processes between the programs and administration, vote on agencywide issues and share program-area expertise. In addition, the National Leadership Team meets quarterly in a joint meeting with the Regional Leadership Team.
- The YAP Regional Leadership Team includes Regional Vice Presidents and Regional Directors who supervise Program Directors in the local community programs. This group meets quarterly and operationalizes aspects of the agency's strategic plan through specific workgroups and initiatives and through efforts that address program quality, operations, diversification, and development. Regional Vice Presidents meet weekly with Regional Directors in addition to regular meetings with Program Directors. Regional Directors meet weekly with Program Directors.
- The YAP national Business Support Services includes Operations, IT, Marketing/Communications, Advancement & Development, Human Resources, Finance (Billing/Payroll/Auditing), Continuous

Quality Improvement, Employee Training, and Compliance/Monitoring. The YAP national Business Support Services provides rapid start-up and ongoing services in support of YAP field staff, including professional development and health and wellness services for all YAP staff. These value-added resources make the YAPWrap™ service model a highly effective and cost-efficient option to support local communities.

Data Collection and Outcomes

The collection and analysis of relevant data is paramount to providing quality service. YAP Continuous Quality Improvement (CQI) team currently reports on changes in living situation, legal system involvement, child welfare system involvement, school attendance and employment status. Outcomes are available at discharge, 3-, 6- and 12-months post discharge. Program Directors receive quarterly outcomes reports that allow them to track change within and make improvements to their programs. In addition, YAP national leadership reviews quarterly agency-wide outcomes reports, and the board of directors reviews annual outcomes. As needed, outcomes can be pulled for programs at any given time as well as for customized date ranges, demographics/ages, program/service type, etc.

YAP uses the Social Solutions' Efforts-to-Outcomes (ETO) software which allows the agency to tailor outcomes measurements to the specific needs of a referring authority. The agency's use of EVOLV for time sheets/billing and even case notes further enhance YAP's ability to measure program outcome success. YAP's integrated digital systems allow Program Directors, regional leaders and national leaders to have access to financial and program performance data on a regular basis. They also receive weekly reports on service provided and monthly reports on financial performance. Each quarter they receive a dashboard that outlines local, state, regional and national performance on eight leading financial and service indicators. These dashboards are discussed in local, regional, and national leadership meetings and appropriate actions are taken.

YAP services are monitored by the local program staff, regional leadership and by YAP CQI team. Local Program Directors monitor participant progress through weekly supervision with Advocates, case reviews and by calling or visiting families' homes. Each month, an independent telephone monitor calls each family from YAP "Business Support Services" to determine if services have been provided as reported on the weekly activity and progress report, and to verify that the family is satisfied with the services provided. When families cannot be reached by phone, YAP sends letters asking for the same information requested by the telephone monitors. ***YAP regularly contacts and monitors family satisfaction with services. For YAP's Fiscal Year July 2022-June 2023, 98.1% of families were satisfied with their services with 20,222 families.***

When service hours are not confirmed, the Program Director is notified and completes an investigation within five working days. In addition, all staff receive annual training on the agency's Integrity Compliance Plan to ensure a thorough understanding of their legal and ethical responsibilities. YAP also understands the importance of externally collected data in the continuous quality improvement process.

Sustainability and Financial Oversight

YAP ensures sustainability of services by maximizing revenue, limiting expenses, managing growth and through an established development system that allows the organization to identify and secure financial support. A strategic development plan helps the organization to identify potential grants and funding sources, track contributions/funding, and monitor reporting requirements necessary to fulfill obligations to funders. YAP executive leadership, program management personnel, and the YAP Advancement & Development team continue to monitor trends, program progress and address outcomes for the purpose of ensuring quality and innovative service delivery to meet expected grant/contractor outcomes.

YAP has a dedicated national Advancement & Development Department to research federal, state, and local requests for funding, develop networking and business opportunities, and explore innovative and collaborative funding possibilities, as well as private funding/giving opportunities. The Advancement & Development Department follows through on feasible options and coordinates the preparation and submission of funding and business development proposals in concert with YAP's local, regional, and national leaders that meet the mission of YAP. This value-added service for YAP's local community programs is also an example of how YAP national Business Support Services help improve cost effectiveness, allow local program staff to focus more time on participants and families, and improve the sustainability of each local program.

YAP successfully manages over 900 contracts including numerous federal, state, county and local service contracts, and foundation grant awards. All awards are managed in complete fiscal and programmatic compliance to reporting and regulatory requirements of the individual award. YAP's Chief Financial Officer (CFO), Controller and other Finance Department staff members properly account for all transactions satisfying GAAP and GAGAS standards utilizing cost accounting principles supported by Blackbaud Financial Edge software. The YAP Finance Department strictly adheres to separation of duties to ensure the protection of all YAP's assets. These internal controls are evaluated by external review and modified if weaknesses are found. YAP's financial and time management software allows for cost center coding to ensure accurate grant reporting. YAP's CFO is a member of the Executive Team. The YAP Executive Team reviews finance reports on an informal basis during weekly staff meetings. YAP's Board of Directors, National Leadership Team, and Regional Leadership Team review finance reports monthly.

Texas JJD Johnson County RFP Budget

Advocate Services

12 month budget

Youth Advocate Programs (YAP), Inc. submits the following budget narrative to support its proposed hourly rate of \$44.43 for providing Advocate Services. YAP will serve up to an average of four (4) participants at any given time and eight (8) annually. On average, participants will receive 8 hours of service per week, though the actual amount will be tailored to meet each participants' individual needs

Budget Line Item	Amount
Salaries	
Program Director pro rata share @ 230.00 per week.	11,960
Total Salaries	11,960
Wages	
Advocate Individual wage @ \$15.00 per hour x average 5.60 hours per participant per week.	13,104
Advocate group wage @ \$8.50 per hour x average 2.40 hours per participant per week.	3,182
Advocate compensable time @ \$15.00 per hour x average 0.50 hours per participant per week.	1,170
Advocate training @ \$15.00 per hour x estimated 48.00 hours per year.	720
Program Coordinator @ \$17.00 per hour x estimated 10.00 hours per week.	8,840
Supported Work @ \$10.00 per hour x 20 hours per week	10,400
Total Wages	37,416
Total Salaries and Wages	49,376
Fringe Benefits	
Employer share of FICA @ 7.65% of all salaries and wages.	3,777
Employer share of unemployment tax @ 2.00% of all salaries and wages.	988
Employer share of workers' compensation @ 2.35% of all salaries and wages.	1,160
Employer share of health insurance @ 18.00% of all salaries and of the wages of hourly employees expected to work at least 30 hours per week.	2,153
Total Fringe Benefits	8,078
Total Personnel	57,454
Travel Reimbursement	
Advocate travel to transport youth to and from groups travel @ \$.500 per mile x average 57 miles per week.	1,482
Program Director travel to transport youth to and from groups travel @ \$.500 per mile x average 25 miles per week.	650
Program Coordinator travel to transport youth to and from groups travel @ \$.500 per mile x average 60 miles per week.	1,560
Total Travel Reimbursement	3,692
Fixed Expenses	
Rent and Utilities pro rata share @ \$37.38 per month.	449
Telephone and Internet pro rata share @ \$22.71 per month.	273
Postage and Overnight mail pro rata share @ \$1.20 per month.	14
General office supplies pro rata share @ \$7.00 per month.	84
Meeting and training costs pro rata share @ \$4.00 per month.	48
Copier rental and Maintenance costs pro rata share @ \$3.20 per month.	38
Insurance: 3 youth @ \$10 per month x 12 months	360
Monitoring: 3 youth @ \$5 per month x 12 months	180
Total Fixed Expense	1,446

	One Time Expenses	
Flexible Funds @ \$125.00 per month		1,700
PATTS and CLS materials/printing		200
Total One Time Expenses		1,700
Total Direct Expenses		64,292
Administrative overhead including executive oversight, fiscal services, human resources, information technology, quality improvement, legal services and a pro rata share of the Agency's financial single audit @15.00% of all direct expenses.		9,644
Total Indirect Expenses		9,644
Total Cost of Program		\$ 73,936