

AGENDA PLACEMENT FORM

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

Date: October 16, 2025
Meeting Date: October 27, 2025
Submitted By: Steve Gant
Department: Juvenile Services
Signature of Elected Official/Department Head:
Steve Gant

Court Decision:
This section to be completed by County Judge's Office



Description:
Consideration and Approval of Youth Advocate Programs, Inc Service
Agreement Including Scope of Services.

(May attach additional sheets if necessary)

Person to Present: Steve Gant

(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**

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 TX, 1102 E. Kilpatrick, Suite C, Cleburne, TX 76031.

B. PURPOSE OF AGREEMENT AND SCOPE OF SERVICES

It is agreed by both parties that YAP, Inc will Provide Wraparound/Advocacy Services. Services to be provided are further described in Attachment A Program Description

C. YAP LIAISON

YAP will provide services for Referring Authority's Juvenile Probation Department and communicate directly with Kimberly Brandon, YAP's Vice President-West Region.

D. COMPENSATION

YAP agrees to charge, and Johnson County Juvenile Probation Department agrees to pay for the services identified in paragraph B at a rate of \$ 72.84 per hour per youth. The funding is capped at \$72,000.00.

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

E. TERM OF AGREEMENT

Unless otherwise cancelled in accordance with paragraph I below, the term of this agreement shall begin September 1, 2025, and end no later than August 30, 2026. The agreement shall be renewable annually upon written mutual agreement of both parties.

F. INSURANCE

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

July 2024

G. CONFIDENTIALITY

Referring Authority acknowledges that it will be necessary for YAP to disclose to Referring Authority certain confidential and proprietary information for it to perform duties under this Agreement. Referring Authority acknowledges that disclosure to a third party or misuse of this proprietary or confidential information would irreparably harm YAP. Accordingly, Referring Authority will not disclose or use, either during or after the term of this Agreement, any proprietary or confidential information of YAP without YAP's prior written permission except to the extent necessary under this Agreement.

Proprietary or confidential information includes but is not limited to: (1) the written, printed, graphic, or electronically recorded materials furnished by YAP for Referring Authority's use; (2) any written or tangible information stamped "confidential," "proprietary," or with a similar legend, or any information that YAP makes reasonable efforts to maintain the secrecy of; (3) business or marketing plans or strategies, customer lists, operating procedures, trade secrets, program design formulas, know-how and processes, computer programs and inventories, discoveries and improvements of any kind, business projections, and pricing/cost information.

Without YAP's consent, Referring Authority shall not disclose to any unauthorized person confidential or proprietary or other information concerning YAP's business, financial information, or other affairs.

Referring Authority acknowledges that any breach or threatened breach of Paragraph G of this Agreement will result in irreparable harm to YAP for which damages would be an inadequate remedy. Therefore, YAP shall be entitled to equitable relief, including an injunction, in the event of such breach or threatened breach of Paragraph G of this Agreement. Such equitable relief shall be in addition to YAP's rights and remedies otherwise available at law.

At the time of this Agreement's termination or expiration, Referring Authority agrees to return, or affirm under penalty of perjury, that it has destroyed, all of YAP's confidential or proprietary information that it may have in its possession.

Further, all services provided under this Agreement shall comply with all applicable rules, regulations, standards or requirements of the Health Insurance Portability and Accountability Act of 1996 (HIPAA) and including all updates to it, and its rules, regulations, requirements, and standards if Referring Authority has access to or has been provided with Protected Health Information (PHI) (as defined in HIPAA) of YAP's clients.

Notice of Immunity Under the Defend Trade Secrets Act of 2016 ("DTSA").

This provision shall survive the termination or expiration of this Agreement.

To the extent, if any, that any provision in this Agreement is in conflict with Texas Government Code §552.001 *et seq.*, as amended (the "Public Information Act"), the same shall be of no force and effect. Furthermore, it is expressly understood and agreed that JOHNSON COUNTY, its officers and employees may request advice, decisions and opinions of the Attorney General of the State of Texas in regard to the application of the Public Information Act. In the event of a request for documents or materials pursuant to the Texas Public Information Act (Texas Government Code Chapter 552) or similar law pertaining to documents or information COUNTY reasonably believes that YAP might lawfully seek to claim as confidential, then COUNTY will forward the request to YAP. It shall be the obligation of YAP to prepare and submit to the Texas Attorney General's Office any claim and supporting brief or materials necessary to assert a claim that the documents or materials may be withheld pursuant to Texas Government Code Chapter 552 or other applicable law. County will cooperate with YAP in making such submission to the Texas Attorney General's Office. YAP acknowledges and understands that contracts, agreements, payment and revenue of a political subdivision of the State of Texas are public information and are not confidential.

H. PROPRIETARY INFORMATION.

Notwithstanding any other provision in this Addendum or the associated documents, to the extent YAP is being contracted to provide information technology and services or to maintain and make available information for use by JOHNSON COUNTY and the public, including documents, data, content and records then said documents, data, content and records are and shall be the exclusive property of JOHNSON COUNTY, TEXAS or the State of Texas or a political subdivision thereof.

I. 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.

J. CANCELLATION

Either party may terminate this agreement before the expiration date of the agreement upon sixty (60) days written notice to the other party, when deemed necessary by either party. YAP shall issue a final invoice within 60 days after the date of termination. Referring Authority agrees to pay for all services provided by YAP up to and including the date of termination.

K. MODIFICATIONS

This Agreement is subject to all rules and regulations promulgated at any time by any state or federal regulatory agency or authority having supervisory authority over YAP, including those enacted after the signing of this Agreement. This Agreement shall be deemed to be amended to conform to such rules and regulations when any modification is required by law. Otherwise, except as provided in this Agreement, no changes, amendments, or alterations shall be effective unless mutually agreed to by both Referring Authority and YAP in writing and signed by the parties.

L. CHOICE OF LAW AND FORUM.

This Agreement shall be governed by the laws of the State of Texas, venue for all actions pursuant to this Agreement shall be in the District Courts of Johnson County, Texas or the Federal District Courts for the Northern District of Texas, Dallas Division. DISCLOSURE OF CONFLICT OF INTEREST/NEPOTISM.

If any Referring Authority employees are knowingly related by blood or marriage to any board member, employee, agent, or volunteer of YAP, or if any board member, employee, agent, or volunteer of YAP will knowingly receive any financial or

tangential benefit from YAP entering into this agreement, Referring Authority must disclose these circumstances to YAP's Chief Compliance Officer prior to executing this agreement. The term "related" includes parents, siblings, spouses, children, grandchildren, aunts, uncles, cousins, and in-laws.

Initials of authorized signer for Referring Authority: _____

M. LIABILITY

OMITTED County is prohibited by Article 11 Section 7 of the Texas Constitution from entering an indemnity or hold harmless agreement

N. WAIVER

The waiver by either party of a breach or violation of any provision(s) of this Agreement shall not be construed as a waiver of any subsequent breach.

O. SEVERABILITY

The invalidity or unenforceability of any term or provision of this Agreement shall in no way affect the validity or enforceability of its other terms and provisions.

P. 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>Kimberly Brandon kbrandon@yapinc.org 817-905-3826</p> <p>With a copy to: Mary Sersch Director of Contracts 3899 North Front Street Harrisburg, PA 17110 msersch@yapinc.org</p>	<p>For Johnson County Probation Dept</p> <p>Steve Gant, Director Chief Juvenile Probation Officer Johnson County Juvenile Services 1102 E. Kilpatrick, Suite C Cleburne, TX 76031 Phone: 817-566-6880 Email: sgant@johnsoncountytexas.org</p>
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Q. INDEPENDENT RELATIONSHIP

YAP is an independent contractor of Referring Authority, and this Agreement shall not be construed to create any association, partnership, joint venture, employment, or agency relationship between Referring Authority and YAP for any purpose. Referring Authority has no authority (and Referring Authority shall not hold themselves out as having authority) to bind YAP, and Referring Authority shall not make any agreements or representations on YAP's behalf without YAP's prior written consent.

R. 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
By: Carla Powell

Chief Growth and Development Officer
Title: " "

Date: 10/6/2025

Johnson County Juvenile Probation

[Signature]
By:

Juvenile Board Chairman
Title:

Date: October 15, 2025

[Signature]
By:
Director/Chief Juvenile Probation Officer
Title:

Date: 10-15-25



[Signature]
By:

Johnson County Judge
Title:

Date: 10-27-25

[Signature]
By:
Johnson County Clerk
Title:

Date: 10-27-25

Youth Advocate Programs (YAP[®]), Inc. YAPWrap[®]- Scope of Services

Organization Background and Experience

Youth Advocate Programs (YAP[®]), Inc. is a nationally recognized nonprofit, accredited by the Council on Accreditation[®] (COA), that provides outcomes-driven and cost-effective alternatives to the institutionalization of high risk, high needs young people. Founded in 1975, YAP operates programs in 33 states and Washington, D.C., serving more than 19,500 individuals and their families annually across 100+ urban, suburban, and rural communities. YAP's mission is to *"deliver and advocate for safe and effective community-based alternatives to residential care and incarceration that empower individuals, families, and neighborhoods to thrive."*

For 50 years, YAP has worked in partnership with state and local governments to provide services targeting every level of the youth justice system including programs for prevention, diversion, dispositional alternatives, detention alternatives, reentry/aftercare, and violence reduction. YAP can also serve special populations, including youth involved in multiple systems, gang involved youth, and youth having special needs such as human trafficking/Commercial Sexual Exploitation of Children (CSEC).

YAP – Johnson County Juvenile Probation Program

Youth Advocate Programs (YAP[®]), Inc. will provide advocacy services to youth living in Johnson County, ages 12 to 17, who 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 and provide **up to six (6) 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 up to 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.

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.

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.

Projected Outcomes

- 95% of referred and participating youth will have comprehensive Individualized Service Plans informed by the YAP assessment tools and planning process.
- 80% of participating youth will successfully complete the program
- 80% of participating youth will be attending school or have graduated from school while in the program
- 70% of participating youth will not have a new felony violation one-year post-discharge
- 70% of youth completing the program will not experience an out-of-home placement within one-year post-discharge
- 80% of participating youth will successfully complete probation and/or court-ordered conditions
- 95% of participating youth will be connected to two additional community resources

YAP Service Delivery Model

All programming is grounded in the YAP Wraparound Advocacy service model, **YAPWrap®**. 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 preferences; 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 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.

YAP’s programs achieve significant outcomes for participants. A primary reason for YAP’s success is the use of evidence-based practices in the agency’s core YAPWrap® service model. These include: 1) **Strength-Based Practice**; 2) **Wraparound**; 3) **Family Group Conferencing** (Family Teams); 4) **Positive Youth Development**; and 5) **Mentoring**. YAP augments our core model with additional interventions targeted to the needs of program participants.

YAP succeeds where many traditional programs do not because of a commitment to core service principles incorporated into our service delivery:

- **“No Reject, No Eject” Policy**
- **Individualized Service Planning**
- **Strengths-Based Approach**
- **Family Partnership & Empowerment**
- **Respect for Family Background & Preferences**
- **Team Work**
- **Corporate & Clinical Integrity**
- **Giving Back**

The cornerstone of the YAPWrap® model is the highly skilled and trained Advocate. YAP recruits Advocates based on proximity to service areas, knowledge of local systems, and experience working with children, youth, and families impacted by youth justice system involvement. YAP Advocates are 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 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.

1) HOLISTIC ASSESSMENT AND DEVELOPMENT OF INDIVIDUALIZED SERVICE PLANS

Rapid Engagement

YAP initiates phone contact with the youth and family within twenty-four (24) to forty-eight (48) hours of referral to schedule the initial meeting. YAP rapidly engages with the youth and family, typically meeting in-person within seventy-two (72) hours of referral. Our first meeting with the youth and their family is focused on building trust and rapport. We explain who we are, our services, and address any mandated requirements so that the young person and their family are fully aware of their inclusion in our services. YAP works collaboratively with the referring agency to identify areas of highest priority and need as part of YAP services, including any safety risks that may be present for initial visits with the family and strategies to mitigate those risks.

If the young person is in an out-of-home placement at referral, YAP staff meet with the youth in their placement while simultaneously meeting with the parents/guardians in the home to complete the assessment phase of services. The focus of the assessment phase is to identify needed supports for re-entry to the home and community.

Holistic Assessment

The first thirty (30) days of services are focused on holistic assessment and the development of the Individualized Service Plan (ISP) that guides YAP services. When we start the assessment phase, we ask four basic questions to ensure that youth and families are provided with access, voice, and ownership of their ISP: ***(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. At the beginning of the assessment phase, YAP staff discuss the development of the Family Team that meets formally towards the end of the assessment phase and regularly during service delivery.

At the start of the assessment phase, YAP staff develop the family's weekly schedule. This schedule focuses on ensuring any mandated requirements are met, including meetings and appointments with the referring agency, daily activities such as school, work, and medical appointments, and prosocial activities or connections to other service providers. YAP also identifies where gaps and barriers to services are present and immediately works to alleviate those, such as providing transportation to appointments.

During the assessment, areas of risk are identified and addressed and managed using our ***crisis/safety planning process***. This is part of our 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 child, parent/caregiver, 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 families with 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.

Development of the Individualized Service Plan

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

During the first month of services, YAP staff assesses needs for outside referrals and assists the family in completing those referrals (e.g., mental health and/or substance use treatment, medical and dental appointments, secondary education pursuits, and public assistance paperwork/requirements). These referrals and additional community-based services are included in the 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 supports are needed and to review progress with the group.

Family Teams

A core component of the wraparound process is the establishment of engaged and sustainable **Family Teams**. 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.

YAP introduces the Family Team component and starts conversations about Family Team members at the initial meeting with families. The first formal 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. Examples of formal supports are therapists, Probation Officer, or a teacher. Examples of informal supports are extended family members, friends, or coaches. The FTM begins with strengths identified by all Family Team members. YAP staff make

sure that the family feels comfortable, supported, and that their needs and questions are heard and answered.

2) INTENSIVE, FLEXIBLE, AND GOAL-DRIVEN INTERVENTIONS AND SERVICES

Guided by ISPs, the participant and family is matched with an Advocate with shared interests and attributes to foster engagement in services. YAP's service model is community-centered, and Advocates are recruited based on their proximity to the service area and knowledge of local systems. 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 their needs and behavioral objectives as well as their strengths and interests.

One-on-one services are individualized to each 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. 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 and organizes participation in volunteer and community service opportunities.

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 supports, 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.

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.

3) SUSTAINABLE COMMUNITY CONNECTIONS

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 our service delivery. Through the wraparound planning process and advocacy services, YAP connects the youth and 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 youth and family even after YAP services end.

4) PURPOSEFUL TRANSITION

To promote independence and self-sufficiency, YAP works to transfer increasing responsibility to 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, the YAP "Purposeful Transition"

positions families to move from dependency to self-efficacy and self-advocacy.

YAP provides intensive and formal discharge planning beginning around one month before the end of the service period. YAP's Discharge Plan encompasses three key elements ensuring: 1) a supportive and sustainable community network is in place; 2) meaningful crisis prevention and intervention plans are in place; and 3) young people and families know how to access support and help independently.

All YAP programs include transportation to ensure that families can participate and engage in services and access needed community resources.

STAFF TRAINING

All YAP staff complete the following formal training:

- **Orientation:** YAP staff members undergo a thorough program orientation that includes information about their local program, including the referring agency, 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 the YAP Personnel Policy Manual. As part of orientation, each staff member is assigned a learning pathway that includes their required YAP training and specific training based on their program and position.

YAP staff also complete additional training to ensure understanding of their responsibilities and safe and effective interactions with children, youth, and families. These trainings include Basics of Defensive Driving, Childhood Sexual Abuse Awareness, and Mandated Reporter. YAP staff are also trained in technology, internet safety, and utilization of YAP's outcome tracking systems.

- **Basic Advocacy Training:** YAP staff members attend an intensive, seven-course Basic Advocacy Training (BAT) that provides practical skill-building strategies. BAT offers 14 professional CEUs and a certificate from Rutgers for completion. BAT emphasis areas include engaging youth and families; safety planning; setting and maintaining professional boundaries; understanding human development; understanding of background and experiences; developing community connections; setting goals and achieving progress; and employing a positive youth development approach. The curriculum is completed within the first week of hire.
- **Integrity Compliance:** Integrity Compliance is completed within the first week of hire and is taken annually. Integrity Compliance includes training on ethics and corporate compliance and Health Insurance Portability and Accountability Act (HIPAA) rules and guidelines.
- **Mandt System:** YAP 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.

- **Suicide Prevention and Risk Screening:** YAP staff are trained in suicide prevention and the use of the Columbia Suicide Severity Rating Scale (C-SSRS) Screener Version within two weeks of hire. YAP recognizes that suicide is a leading cause of death among youth and that YAP staff who regularly interact with youth are often in a position to recognize the warning signs of suicide and to offer appropriate referral and/or assistance. In addition to staff training, YAP has a policy to ensure effective methods for suicidal risk screening, assessment, monitoring, and treatment of individuals at risk for suicide.
- **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 annually, including professional development, mandatory training, and continuous learning opportunities.

To ensure that our program staff remain aware of the latest programming and best practice strategies, training is offered monthly and is provided through YAP's learning management system (YAPU), in-house by YAP specialists, or within the community. YAPU offers staff hundreds of courses through different licensing bodies with the opportunity to earn professional CEUs. 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.

Program Supervision

YAP uses supervision to further nurture and cultivate staff skills, identify staff challenges and areas for growth, and promote staff retention. The Program Director conducts weekly one-on-one supervision meetings with direct service staff during which each family is discussed. During supervision meetings, the Program Director ensures that family progress and challenges are thoughtfully analyzed and meaningfully addressed, offering suggestions for intervention or providing educational information to assist staff. The Program Director also ensures staff are accessing appropriate community resources. Additional support may be given through field observation with staff and/or via phone calls throughout the week.

YAP is trained to address chronic stress. Another unique aspect of our organizational profile is the ability to respond to the trauma-related needs of individuals of all ages and with varied backgrounds. Through our agency-wide training, YAP is committed to building brighter futures by Creating Relationships and Environments of Awareness, Trust, Empowerment and Safety (CREATES).

CREATES: Our 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:** YAP builds positive relationships with youth and families, community partners, and among our 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.
- **AWARENESS:** YAP respects individuals' background, 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.

Staffing and Organizational Structure

YAP has a Leadership Team of national and regional experts with decades of experience and provides hiring, training, technical assistance, and ongoing case management consultations as part of the agency's commitment to quality assurance.

The staff for the local program includes:

Regional Director

The Regional Director is responsible for the overall management of the local program, including personnel, budgets, and program development. The Regional Director is a critical member of the local program team, ensuring contract compliance is met, monitoring budgets, and monitoring program outcomes and successes. The Regional Director meets by phone and in-person with the program staff to support effective service delivery. YAP Regional Directors must have a bachelor's degree at a minimum and prior experience supervising staff.

Advocates

Advocates provide direct services to families through intensive, flexible, and goal-driven interventions delivered where and when they are needed. The Advocate carries out the family's ISP. Advocates carry a caseload of 2-4 families. YAP Advocates hold GEDs to PhDs depending upon the needs of our participants because we hire based on proximity to the service area and experience working with children, youth, and families impacted by child welfare involvement from varied backgrounds. Advocates are supervised by the Regional Director.

YAP national Business Support Services provides rapid start-up and ongoing services in support of our field staff, including professional development and health and wellness services for all YAP staff. These value-added resources make the YAP model a highly effective and cost-efficient option to support local communities.

Data Collection/Outcomes

The collection and analysis of relevant data is paramount to providing quality service. YAP uses Qualtrics software which allows the agency to tailor outcomes measurements to the specific needs of a referring agency. Program staff input data directly into Qualtrics from their phones, simplifying and streamlining the data collection process. YAP's use of EVOLV for time sheets/billing and even case notes further enhances our ability to measure program outcome success.

YAP begins tracking our participants at the time of referral with the referral details entered into the EVOLV system. EVOLV allows staff to document contacts with the family throughout services. The YAP Continuous Quality Improvement (CQI) team currently reports on changes in living situation, legal system involvement, child welfare system involvement, school attendance, employment status, and community linkages. Outcomes are available at discharge, 12-, and 24-months post discharge.

YAP services are monitored by the local program staff, regional leadership and by the 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 national "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.

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.

Rate Information

YAP will charge the Johnson County Juvenile Probation Department for services at a rate of \$72.84 per hour, per youth, with funding for this period capped at \$72,000.00.