AGENDA ITEM
CA44

AGENDA PLACEMENT FORM

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

Date: August 27, 2026

Meeting Date: September 14, 2026

Submitted By: Steve Gant

Department: Juvenile Services

Signature of Elected Official/Department Head:

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

Johnson County
APPROVED
Commissioners Court
9.14.2026

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

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 Services, a political subdivision of the State of Texas, 1102 E. Kilpatrick St., Suite C, Cleburne, TX 76031 (Referring Authority).

B. PURPOSE OF AGREEMENT AND SCOPE OF SERVICES

YAP agrees to provide Referring Authority with the services set forth in Attachment A – Wraparound/Advocacy ("Services"). Attachment A is incorporated in this Agreement by reference.

C. YAP LIAISON

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

D. COMPENSATION

YAP agrees to charge, and Johnson County Juvenile Services agrees to pay, for the services identified in paragraph B at a rate of $ 72.84 per hour per youth.

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

E. TERM OF AGREEMENT

The term of this agreement is twelve (12) months, commencing September 1, 2026, and ending August 31, 2027. Unless contract terms/conditions change, this agreement shall be automatically renewed for three (3) one-year terms, thereafter, commencing September 1, 2027, and ending August 31, 2030, unless one party notifies the other in writing, at least sixty (60) days prior to the expiration of said term, of its intention to not renew this MOU. In the event, a party has not given notice of non-renewal and no new contract has been executed on the last day of the contract term, (Third (3rd) renewal year), the contract shall continue in effect for 30 days after which time it shall automatically expire unless the parties agree in writing to extend it another 30 days. Absent unforeseen circumstances beyond the Parties' control, there shall be no more than two (2) extensions of 30 days.

F. INSURANCE

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

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.

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

H. PROPRIETARY INFORMATION.

The product of all work performed under this Agreement (Work Product), including without limitation all notes, reports, documentation, drawings, creations, works, works-in-progress, and deliverables will be the sole property of YAP, and Referring Authority hereby assigns to YAP all right, title, and interest therein, including, but not limited to, all audiovisual, literary, moral rights and other copyrights, and other proprietary rights therein. Referring Authority retains no right to use the Work Product and agrees not to challenge the validity of YAP's ownership of any Work Product. To the extent any copyrights are assigned under this Paragraph H, Referring Authority hereby irrevocably waives in favor of YAP, to the extent permitted by applicable law, any and all claims Referring Authority may now or hereafter have in any jurisdiction to all rights of paternity or attribution, integrity, disclosure, and withdrawal and any other rights that may be known as "moral rights" in relation to all Work Product to which the assigned copyrights apply.

Referring Authority shall make full and prompt written disclosure to YAP of any inventions that constitute Work Product, whether or not such inventions are patentable or protected as trade secrets. Referring Authority shall not disclose to any third party the nature or details of any such inventions without the prior written consent of YAP. Any patent application for or application for registration of any intellectual property rights in any Work Product that Referring Authority may file during the Term or at any time thereafter will belong to YAP, and Referring Authority hereby irrevocably assigns to the YAP, for no additional consideration, Referring Authority's entire right, title, and interest in and to such application, all intellectual property rights disclosed or claimed therein, and any patent or registration issuing or resulting therefrom.

To the extent that any of Referring Authority's pre-existing materials are incorporated in or combined with any deliverable, Referring Authority hereby grants to YAP an irrevocable, worldwide, perpetual, royalty-free, non-exclusive license to use, publish, reproduce, perform, display, distribute, modify, prepare derivative works based upon, make, have made, sell, offer to sell, import, and otherwise exploit such preexisting materials and derivative works thereof. YAP may assign, transfer, and sublicense such rights to others without your approval.

As between Referring Authority and YAP, YAP is, and will remain, the sole and exclusive owner of all right, title, and interest in and to any documents, specifications, data, know-how, methodologies, software, and other materials provided to Referring Authority by YAP ("YAP Materials"), and all intellectual property rights therein. Referring Authority has no right or license to reproduce or use any YAP Materials except solely during the Term of this Agreement to the extent necessary to perform Referring Authority's obligations under this Agreement. All other rights in and to the YAP Materials are expressly reserved by the YAP. Referring Authority has no right or license to use YAP's trademarks, service marks, trade names, logos, symbols, or brand names.

Referring Authority shall require each of Referring Authority's employees and contractors to execute written agreements containing obligations of confidentiality and non-use and assignment of inventions and other work product consistent with the provisions of this Paragraph H prior to such employee or contractor accessing any Services under this Agreement.

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

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 Commonwealth of Pennsylvania. Any related legal actions may only be filed in Pennsylvania.

M. 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: SG

N. LIABILITY

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

O. 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.

P. 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.

Q. NOTICES

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

R. INDEPENDENT RELATIONSHIP

For YAP:	For Johnson County Juvenile Services:
Kimberly Brandon Vice President kbrandon@yapinc.org Ph: 817.905.3826 With a copy to: YAP Contracts Division 3899 North Front Street Harrisburg, PA 17110 dev@yapinc.org	Steve Gant | Director/Chief Juvenile Probation Officer steveg@johnsoncountytx.org 1102 E. Kilpatrick St. Ste. C Cleburne, TX 76031 Ph: 817.556.6880 Ellen Peveto | Office Manager (Invoice Submission) w/Chief copied epeveto@johnsoncountytx.org Johnson County Juvenile Services Ph: 817.556.6880 ext. 1460 Fax: 817.556.6877

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 themself 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.

S. 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

Title: Chief Growth & Development Officer

Date: 08/20/2026

Johnson County Juvenile Services

By:

Director

Title:

Date: 8-24-26

Steve McClure
Chairman, Juvenile Board

Date: 08-24-2026

Christopher Boedecker
Johnson County Judge

Date: 9.14.24

COMMISSIONERS COURT
JOHNSON COUNTY, TEXAS

April Long
Johnson County Clerk,
April Long or Deputy County Clerk

Date: 9.14.24

Youth Advocate®
PROGRAMS, INC.
Strengthening Communities One Biography at a Time

3899 North Front Street
Harrisburg, PA | 17110
PH: 717.232.7580 | www.yapinc.org
Find Us On:

Youth Advocate Programs (YAP®), Inc.
Attachment A: Scope of Services FY26-27
Johnson County Wraparound Advocacy Program

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 32 states and Washington, D.C., serving more than 16,000 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 over 50 years, YAP has worked in partnership with state and local governments to provide services targeting every level of the juvenile 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 Wraparound Advocacy Program

YAP will provide Wraparound Advocacy services to referred Johnson County youth, ages 12 to 17, that aim to reduce recidivism in all youth who have been involved in the juvenile justice system. Referrals will originate from the Johnson County Juvenile Probation Department.

This program will provide up to six (6) hours of services per week to up to six (6) Johnson County youth and families annually (serving up to three (3) youth and families at any time) for an average of four (4) to six (6) months; however, the exact number of hours and length of services provided will vary based on individual needs. 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.

The proposed program's overall goals, outlined below, are aligned to provide evidence- and community-based services that improve the Juvenile Probation Department's ability to treat youth locally, improve outcomes, and decrease the likelihood of out-of-home placement or commitment. The goals and service gaps will be addressed through programming grounded in

YAP's proven service model and extensive experience in preventing juvenile justice youth from further system involvement and helping them remain safely at home and in their community.

The broad goals of the program are the following:

- Reduce recidivism and prevent deeper justice system involvement;
- Keep youth safely at home and in their communities;
- Strengthen family functioning and youth resilience; and,
- Provide individualized and trauma-informed care grounded in respect for family background and preferences.

Projected Outcomes

- 95% of referred youth will have comprehensive Individualized Service Plans informed by the YAP assessment tools and planning process.
- 75% 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.
- 80% of participating youth will not have a new felony violation one-year post-discharge.
- 80% of participating youth will successfully complete probation and/or court-ordered conditions.
- 85% of participating youth will be connected to two additional community resources.
- 90% of participating youth will be provided with support to attend their final disposition hearing.

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 and 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.

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 staff are also trained in **Motivational Interviewing** to build their skills to effectively communicate with families, including understanding and responding to resistance, understanding stages of change, and how to ask open-ended questions to support families in their stage of change and decision-making.

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 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.

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.

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 in order 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
- Educational
- Safety

- Family
- Psychological/Emotional
- Social
- Legal
- 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 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 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 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. 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 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.

Academic & Employment Support: Advocates serve as liaison between the family and school system, provide tutoring or other educational assistance, link the young person and family to educational resources in their community, and help the youth and their parents understand and pursue post-secondary education and financial aid options. For disconnected young people, Advocates provide guidance and support in pursuing a GED or high school diploma. Advocates also connect young people to employment opportunities and resources and provide specific support that can include helping prepare a resume or job application, providing transportation, and reinforcing attributes important for finding and keeping a job such as punctuality and appropriate work attire. As part of YAP's commitment to advancing the opportunities of those we serve, all current and former YAP youth and parents are eligible to apply for annual financial support through our Tom Jeffers Endowment Fund for Continuing Education to support education and employment goals. The YAP Endowment Fund is a scholarship fund supported by YAP employees to support individual education and employment goals whether it is through attending college, a trade school, a business school, or similar endeavors.

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.

Additional Services and Supports

Ancillary Fund: YAP has an Ancillary or Flexible Fund to assist families with emergency items or provide an incentive or reward for positive behavior. Ancillary/Flexible Funds have been used to help families pay for items such as food, household supplies, appropriate clothing for school or workplace, utility payments, assistance with security deposits for rental of safer or more appropriate housing, transportation to a school meeting, or a membership at a recreational facility.

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

Staff Training

YAP is a learning organization that believes in supporting the growth and development of all staff. YAP provides formal, social (peer mentoring or shadowing), and on-the-job learning content and activities that ensure staff have the knowledge, skills, and attitudes needed to thrive in their job and opportunities to professionally develop. YAP provides staff with a rigorous training program, ongoing supervision, and support.

YAP staff are provided with a thorough orientation and then complete the YAPWrap® Direct Service Staff Learning Pathway. The YAPWrap® Direct Service Staff Learning Pathway is a milestone-based workforce development framework that guides new staff from onboarding through practice readiness, supported application, independent service delivery, and ongoing professional growth. By integrating foundational learning, coaching, supervised practice, and readiness assessments, the pathway helps ensure staff develop the knowledge, skills, judgment, and confidence needed to deliver high-quality, participant- and family-centered services. Training topics in the YAPWrap® Direct Service Staff Learning Pathway include Integrity Compliance, prevention and de-escalation training, Beyond Trauma-Informed Care, and Suicide Prevention and Risk Screening. YAP staff participate in 20-hours of on-going training per year, weekly one-on-one supervision sessions, and monthly staff meetings to further cultivate staff skills and promote

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.

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. These needs include past and present stressors such as exposure to violence, abuse, neglect, or other types of stressors that can lead to toxic or chronic stress. 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

For the proposed local program, YAP will utilize a comprehensive staffing structure that includes: One (1) Intake Coordinator and part-time Advocates based on caseload. YAP has a Leadership Team of national and regional experts who bring decades of experience and assist with rapid start-up of the program and provide 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 Director and other program staff to support effective service delivery. YAP Regional Directors must have a bachelor's degree at a minimum and prior experience supervising staff.

Intake Coordinator

The Intake Coordinator is responsible for receiving participant referrals from the referring authority and scheduling intakes. This role prepares intake paperwork for program leadership, assists with hiring new employees by arranging interviews and processing onboarding paperwork, and serves as a liaison between staff and the YAP national Business Support Services for HR and payroll issues. The Intake Coordinator maintains detailed notes of all conversations in appropriate participant records and communicates all information regarding participants and families to the program leadership. Additionally, when needed, the Intake Coordinator can also carry a participant caseload.

YAP Intake Coordinators must have a High School diploma and an associate's degree is preferred and possess five (5) years of related experience or training providing administrative assistance, including billing HR, and general office support, with preferred experience working in youth services, community programs, or program development. For this program, the Intake Coordinator is supervised by the Regional Director.

Advocate

A YAP Advocate provides direct services to families through goal-driven interventions and trauma-informed services. The Advocate carries out the family's ISP. Advocates carry a caseload of 2-4 families. A YAP Advocate holds GEDs to PhDs depending upon the needs of our participants because we hire them from within the communities in which the families live. For this program, the Advocate is 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 the data collection management software, Qualtrics. YAP's intake and discharge surveys are entered into Qualtrics with data analyzed in real-time to provide aggregate data on program participants. Program staff input data directly into Qualtrics from their phones, simplifying and streamlining the data collection process and ensuring that data collection is simplified when working with youth and families in home and community settings.

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. The Qualtrics software is customizable to allow

the agency to tailor intake and discharge survey questions to outcome measurements specific to a referring agency. Outcomes are available at discharge, 12-, and 24-months post discharge.

YAP uses EVOLV, an electronic health records platform, for time sheets/billing and even case notes to further enhance 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.

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.