

**ADAMS COUNTY, COLORADO
PURCHASE OF SERVICE AGREEMENT**

THIS AGREEMENT ("Agreement") is made this 22nd day of July 2013, by and between the Adams County Board of County Commissioners, located at 4430 South Adams County Parkway, Brighton, Colorado 80601, hereinafter referred to as the "County," acting in its capacity as the Adams County Board of Human Services, and Youth Advocate Programs, Inc., located at 2007 North Third Street, Harrisburg, PA 17102, hereinafter referred to as the "Contractor." The County and the Contractor may be collectively referred to herein as the "Parties".

The County and the Contractor, for the consideration herein set forth, agree as follows:

1. SERVICES OF THE CONTRACTOR:

1.1. All work shall be in accordance with the attached RFP 2013.072 Child Mentoring & Family Support Services and the Contractor's response to the RFP 2013.072 attached hereto as Exhibit A, and incorporated herein by reference. Should there be any discrepancy between Exhibit A and this Agreement the terms and conditions of this Agreement shall prevail. Contractor will provide child mentoring and child support services to children and families referred by Adams County Human Services Department (ACHSD) pursuant to the Colorado Family Preservation Act §§ 26-5-101, et seq., C.R.S. and in compliance with the state rules and County Plan, policies, and procedures and CDHS Volume VII 7.303.

1.2. Emergency Services: In the event the Adams County Board of County Commissioners declares an emergency, the County may request additional services (of the type described in this Agreement or otherwise within the expertise of Contractor) to be performed by Contractor. If County requests such additional services, Contractor shall provide such services in a timely fashion given the nature of the emergency, pursuant to the terms of this Agreement. Unless otherwise agreed to in writing by the parties, Contractor shall bill for such services at the rates provided for in this Agreement.

2. RESPONSIBILITIES OF THE COUNTY: The County shall provide information as necessary or requested by the Contractor to enable the Contractor's performance under this Agreement.

3. TERM:

3.1. Term of Agreement: The Term of this Agreement shall be for one-year from June 1, 2013 through May 31, 2014.

3.2. Extension Option: The County, at its sole option, may offer to extend this Agreement as necessary for up to two, one year extensions providing satisfactory service is given and all terms and conditions of this Agreement have been fulfilled. Such extensions must be mutually agreed upon in writing by the County and the Contractor, and approved by the Adams County Board of County Commissioners.

4. **PAYMENT AND FEE SCHEDULE:** The County shall pay the Contractor for services furnished under this Agreement, and the Contractor shall accept as full payment for those services, the sum of four hundred thousand dollars (\$400,000.00).
- 4.1. Payment pursuant to this Agreement, whether in full or in part, is subject to and contingent upon the continuing availability of County funds for the purposes hereof. In the event that funds become unavailable, as determined by the County, the County may immediately terminate this Agreement or amend it accordingly.
5. **INDEPENDENT CONTRACTOR:** In providing services under this Agreement, the Contractor acts as an independent contractor and not as an employee of the County. The Contractor shall be solely and entirely responsible for his/her acts, and the acts of his/her employees, agents, servants, and subcontractors during the term and performance of this Agreement. No employee, agent, servant, or subcontractor of the Contractor shall be deemed to be an employee, agent, or servant of the County because of the performance of any services or work under this Agreement. The Contractor, at its expense, shall procure and maintain workers' compensation insurance as required by law. **Pursuant to the Workers' Compensation Act § 8-40-202(2)(b)(IV), C.R.S., as amended, the Contractor understands that it and its employees and servants are not entitled to workers' compensation benefits from the County. The Contractor further understands that it is solely obligated for the payment of federal and state income tax on any moneys earned pursuant to this Agreement.**
6. **NONDISCRIMINATION:**
- 6.1. **The Contractor shall not discriminate against any employee or qualified applicant for employment because of age, race, color, religion, marital status, disability, sex, or national origin. The Contractor agrees to post in conspicuous places, available to employees and applicants for employment, notices provided by the local public agency setting forth the provisions of this nondiscrimination clause. Adams County is an equal opportunity employer.**
- 6.1.1. The Contractor will cause the foregoing provisions to be inserted in all subcontracts for any work covered by this Agreement so that such provisions will be binding upon each subcontractor, provided that the foregoing provisions shall not apply to contracts or subcontracts for standard commercial supplies or raw materials.
7. **INDEMNIFICATION:** The Contractor agrees to indemnify and hold harmless the County, its officers, agents, and employees for, from, and against any and all claims, suits, expenses, damages, or other liabilities, including reasonable attorney fees and court costs, arising out of damage or injury to persons, entities, or property, caused or sustained by any person(s) as a result of the Contractor's performance or failure to perform pursuant to the terms of this Agreement or as a result of any subcontractors' performance or failure to perform pursuant to the terms of this Agreement.
8. **INSURANCE:** The Contractor agrees to maintain insurance of the following types and amounts:
- 8.1. **Commercial General Liability Insurance:** to include products liability, completed

operations, contractual, broad form property damage and personal injury.

8.1.1. Each Occurrence: \$1,000,000

8.1.2. General Aggregate: \$2,000,000

8.2. Comprehensive Automobile Liability Insurance: to include all motor vehicles owned, hired, leased, or borrowed.

8.2.1. Bodily Injury/Property Damage: \$1,000,000 (each accident)

8.2.2. Personal Injury Protection: Per Colorado Statutes

8.3. Workers' Compensation Insurance: Per Colorado Statutes

8.4. Professional Liability Insurance: to include coverage for damages or claims for damages arising out of the rendering, or failure to render, any professional services, as applicable.

8.4.1. Each Occurrence : \$1,000,000

8.4.2. This insurance requirement applies only to Contractors who are performing services under this Agreement as professionals licensed under the laws of the State of Colorado, such as physicians, lawyers, engineers, nurses, mental health providers, and any other licensed professionals.

8.5. Adams County as "Additional Insured": The Contractor's commercial general liability, comprehensive automobile liability, and professional liability insurance policies and/or certificates of insurance shall be issued to include Adams County as an "additional insured" and shall include the following provisions:

8.5.1. Underwriters shall have no right of recovery or subrogation against the County, it being the intent of the parties that the insurance policies so affected shall protect both parties and be primary coverage for any and all losses resulting from the actions or negligence of the Contractor.

8.5.2. The insurance companies issuing the policy or policies shall have no recourse against the County for payment of any premiums due or for any assessments under any form of any policy.

8.5.3. Any and all deductibles contained in any insurance policy shall be assumed by and at the sole risk of the Contractor.

8.6. Licensed Insurers: All insurers of the Contractor must be licensed or approved to do business in the State of Colorado. Upon failure of the Contractor to furnish, deliver and/or maintain such insurance as provided herein, this Agreement, at the election of the County, may be immediately declared suspended, discontinued, or terminated. Failure of the Contractor in obtaining and/or maintaining any required insurance shall not relieve the Contractor from any liability under this Agreement, nor shall the insurance requirements be construed to conflict with the obligations of the Contractor concerning indemnification.

8.7. Endorsement: Each insurance policy herein required shall be endorsed to state that coverage shall not be suspended, voided, or canceled without thirty (30) days prior written notice by certified mail, return receipt requested, to the County.

8.8. Proof of Insurance: At any time during the term of this Agreement, the County may require the Contractor to provide proof of the insurance coverages or policies required under this Agreement.

9. TERMINATION:

9.1. For Cause: If, through any cause, the Contractor fails to fulfill its obligations under this Agreement in a timely and proper manner, or if the Contractor violates any of the covenants, conditions, or stipulations of this Agreement, the County shall thereupon have the right to immediately terminate this Agreement, upon giving written notice to the Contractor of such termination and specifying the effective date thereof.

9.2. For Convenience: The County may terminate this Agreement at any time by giving written notice as specified herein to the other party, which notice shall be given at least thirty (30) days prior to the effective date of the termination. If this Agreement is terminated by the County, the Contractor will be paid an amount that bears the same ratio to the total compensation as the services actually performed bear to the total services the Contractor was to perform under this Agreement, less payments previously made to the Contractor under this Agreement.

10. MUTUAL UNDERSTANDINGS:

10.1. Jurisdiction and Venue: The laws of the State of Colorado shall govern as to the interpretation, validity, and effect of this Agreement. The parties agree that jurisdiction and venue for any disputes arising under this Agreement shall be with Adams County, Colorado.

10.2. Compliance with Laws: During the performance of this Agreement, the Contractor agrees to strictly adhere to all applicable federal, state, and local laws, rules and regulations, including all licensing and permit requirements. The parties hereto aver that they are familiar with § 18-8-301, et seq., C.R.S. (Bribery and Corrupt Influences), as amended, and § 18-8-401, et seq., C.R.S. (Abuse of Public Office), as amended, and that no violation of such provisions are present. Contractor warrants that it is in compliance with the residency requirements in §§ 8-17.5-101, et seq., C.R.S. Without limiting the generality of the foregoing, the Contractor expressly agrees to comply with the privacy and security requirements of the Health Insurance Portability and Accountability Act of 1996 (HIPAA).

10.3. OSHA: Contractor shall comply with the requirements of the Occupational Safety and Health Act (OSHA) and shall review and comply with the County's safety regulations while on any County property. Failure to comply with any applicable federal, state or local law, rule, or regulation shall give the County the right to terminate this agreement for cause.

10.4. Record Retention: The Contractor shall maintain records and documentation of the services provided under this Agreement, including fiscal records, and shall retain the records for a period of three (3) years from the date this Agreement is terminated. Said records and documents shall be subject at all reasonable times to inspection, review, or audit by authorized Federal, State, or County personnel.

- 10.5. Assignability: Neither this Agreement, nor any rights hereunder, in whole or in part, shall be assignable or otherwise transferable by the Contractor without the prior written consent of the County.
- 10.6. Waiver: Waiver of strict performance or the breach of any provision of this Agreement shall not be deemed a waiver, nor shall it prejudice the waiving party's right to require strict performance of the same provision, or any other provision in the future, unless such waiver has rendered future performance commercially impossible.
- 10.7. Force Majeure: Neither party shall be liable for any delay or failure to perform its obligations hereunder to the extent that such delay or failure is caused by a force or event beyond the control of such party including, without limitation, war, embargoes, strikes, governmental restrictions, riots, fires, floods, earthquakes, or other acts of God.
- 10.8. Notice: Any notices given under this Agreement are deemed to have been received and to be effective: (1) Three (3) days after the same shall have been mailed by certified mail, return receipt requested; (2) Immediately upon hand delivery; or (3) Immediately upon receipt of confirmation that an E-mail was received. For the purposes of this Agreement, any and all notices shall be addressed to the contacts listed below:

Department: Adams County Human Services
Contact: Darwin Cox, Division Director
Address: 7401 North Broadway
City, State, Zip: Denver, CO 80221
Phone: 303-412-5085
E-mail: dcox@adcogov.org

Department: Adams County Purchasing
Contact: Liz Estrada
Address: 4430 South Adams County Parkway
City, State, Zip: Brighton, Colorado 80601
Phone: 720.523.6052
E-mail: lestrada@adcogov.org

Department: Adams County Attorney's Office
Address: 4430 South Adams County Parkway
City, State, Zip: Brighton, Colorado 80601
Phone: 720.523.6116

Contractor: Youth Advocate Programs, Inc.
Contact: Jeffrey Fleischer
Address: 2007 North Third Street
City, State, Zip: Harrisburg, PA 17102
Phone: 908-513-7003
E-mail: jfleischer@yapinc.org

- 10.9. Integration of Understanding: This Agreement contains the entire understanding of the parties hereto and neither it, nor the rights and obligations hereunder, may be changed, modified, or waived except by an instrument in writing that is signed by the parties hereto.
- 10.10. Severability: If any provision of this Agreement is determined to be unenforceable or invalid for any reason, the remainder of this Agreement shall remain in effect, unless otherwise terminated in accordance with the terms contained herein.
- 10.11. Authorization: Each party represents and warrants that it has the power and ability to enter into this Agreement, to grant the rights granted herein, and to perform the duties and obligations herein described.

11. CHANGE ORDERS OR EXTENSIONS:

- 11.1. Change Orders: The County may, from time to time, require changes in the scope of the services of the Contractor to be performed herein including, but not limited to, additional instructions, additional work, and the omission of work previously ordered. The Contractor shall be compensated for all authorized changes in services, pursuant to the applicable provision in the Invitation to Bid, or, if no provision exists, pursuant to the terms of the Change Order.
- 11.2. Extensions: The County may, upon mutual written agreement by the parties, extend the time of completion of services to be performed by the Contractor.

12. COMPLIANCE WITH C.R.S. § 8-17.5-101, ET. SEQ. AS AMENDED 5/13/08: Pursuant to Colorado Revised Statute (C.R.S.), § 8-17.5-101, *et. seq.*, as amended May 13, 2008, the Contractor shall meet the following requirements prior to signing this Agreement (public contract for service) and for the duration thereof:

- 12.1. The Contractor shall certify participation in the E-Verify Program (the electronic employment verification program that is authorized in 8 U.S.C. § 1324a and jointly administered by the United States Department of Homeland Security and the Social Security Administration, or its successor program) or the Department Program (the employment verification program established by the Colorado Department of Labor and Employment pursuant to C.R.S. § 8-17.5-102(5)) on the attached certification.
- 12.2. The Contractor shall not knowingly employ or contract with an illegal alien to perform work under this public contract for services.
- 12.3. The Contractor shall not enter into a contract with a subcontractor that fails to certify to the Contractor that the subcontractor shall not knowingly employ or contract with an illegal alien to perform work under this public contract for services.
- 12.4. At the time of signing this public contract for services, the Contractor has confirmed the employment eligibility of all employees who are newly hired for employment to perform work under this public contract for services through participation in either the E-Verify Program or the Department Program.

- 12.5. The Contractor shall not use either the E-Verify Program or the Department Program procedures to undertake pre-employment screening of job applicants while this public contract for services is being performed.
- 12.6. If Contractor obtains actual knowledge that a subcontractor performing work under this public contract for services knowingly employs or contracts with an illegal alien, the Contractor shall: notify the subcontractor and the County within three days that the Contractor has actual knowledge that the subcontractor is employing or contracting with an illegal alien; and terminate the subcontract with the subcontractor if within three days of receiving the notice required pursuant to the previous paragraph, the subcontractor does not stop employing or contracting with the illegal alien; except that the contractor shall not terminate the contract with the subcontractor if during such three days the subcontractor provides information to establish that the subcontractor has not knowingly employed or contracted with an illegal alien.
- 12.7. Contractor shall comply with any reasonable requests by the Department of Labor and Employment (the Department) made in the course of an investigation that the Department is undertaking pursuant to the authority established in C.R.S. § 8-17.5-102(5).
- 12.8. If Contractor violates this Section, of this Agreement, the County may terminate this Agreement for breach of contract. If the Agreement is so terminated, the Contractor shall be liable for actual and consequential damages to the County.

IN WITNESS WHEREOF, the Parties have caused their names to be affixed hereto:

Board of County Commissioners

[Signature] _____ Date 7.22.13 _____
Chair

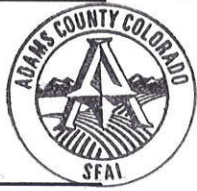
Youth Advocate Programs, Inc.

[Signature] _____ Date 6/24/13 _____
Signature

Richard L Stottlemyer Jr _____ Title Chief Financial Officer _____
Printed Name

Attest:
Karen Long, Clerk and Recorder

[Signature] _____
Deputy Clerk



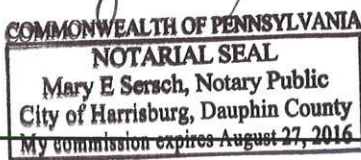
Approved as to Form: [Signature] _____
Adams County Attorney's Office

NOTARIZATION:

COUNTY OF Dauphin)
STATE OF PA)SS.

Signed and sworn to before me this 24th day of June, 2013,

by Mary E Sersch _____



Notary Public

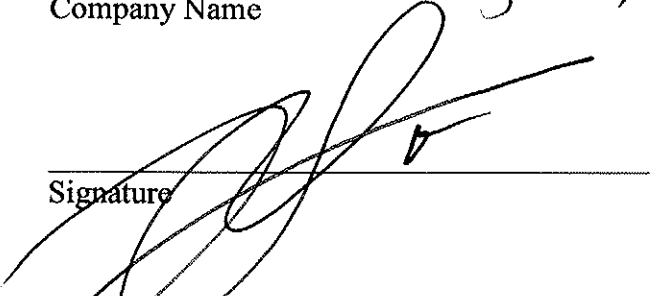
My commission expires on: Aug 27, 2016

CONTRACTOR'S CERTIFICATION OF COMPLIANCE

Pursuant to Colorado Revised Statute, § 8-17.5-101, *et. seq.*, as amended 5/13/08, as a prerequisite to entering into a contract for services with Adams County, Colorado, the undersigned Contractor hereby certifies that at the time of this certification, Contractor does not knowingly employ or contract with an illegal alien who will perform work under the attached contract for services and that the Contractor will participate in the E-Verify Program or Department program, as those terms are defined in C.R.S. § 8-17.5-101, *et. seq.* in order to confirm the employment eligibility of all employees who are newly hired for employment to perform work under the attached contract for services.

CONTRACTOR:

Youth Advocate Programs, Inc 6/24/13
Company Name Date


Signature

Richard L Stottlemeyer II
Name (Print or Type)

Chief Financial Officer
Title

Note: Registration for the E-Verify Program can be completed at: <https://www.vis-dhs.com/employerregistration>. It is recommended that employers review the sample "memorandum of understanding" available at the website prior to registering



ADAMS COUNTY
COLORADO

PROPOSAL FORM
ADAMS COUNTY HUMAN SERVICES
2013.072 CHILD MENTORING & FAMILY SUPPORT
PROGRAM SERVICES
Page 2 of 2

WE THE UNDERSIGNED HEREBY ACKNOWLEDGE RECEIPT OF

Addenda # Addendum No. 1 Addenda # NONE
If None, Please write NONE.

Youth Advocate Programs, Inc.	April 9, 2013
Company Name	Date
2007 North Third Street	
Address	Signature
Harrisburg, PA 17102	Jeffrey Fleischer
City, State, Zip Code	Printed Name
Dauphin	Chief Executive Officer
County	Title
(908) 513-7003	(717) 232-0923
Telephone	Fax
jfleischer@yapinc.org	
E-mail Address	



**PROPOSAL FORM
ADAMS COUNTY HUMAN SERVICES
2013.072 CHILD MENTORING & FAMILY SUPPORT
PROGRAM SERVICES
Page 1 of 2**

VENDOR'S STATEMENT

I have read and fully understand all the special conditions herein set forth in the foregoing paragraphs, and by my signature set forth hereunder, I hereby agree to comply with all said special conditions as stated or implied. In consideration of the above statement, the following proposal is hereby submitted.

Annual Fixed Fee Contract

Four Hundred Thousand Dollars
Written Amount

\$400,000
\$ Dollar Amount

CONTRACTOR'S CERTIFICATION OF COMPLIANCE

Pursuant to Colorado Revised Statute, § 8-17.5-101, *et seq.*, as amended 5/13/08, as a prerequisite to entering into a contract for services with Adams County, Colorado, the undersigned Contractor hereby certifies that at the time of this certification, Contractor does not knowingly employ or contract with an illegal alien who will perform work under the attached contract for services and that the Contractor will participate in the E-Verify Program or Department program, as those terms are defined in C.R.S. § 8-17.5-101, *et seq.* in order to confirm the employment eligibility of all employees who are newly hired for employment to perform work under the attached contract for services.

CONTRACTOR:

Youth Advocate Programs, Inc.
Company Name

April 9, 2013
Date

Jeffrey Fleisher
Name (Print or Type)


Signature

Chief Executive Officer
Title

Note: Registration for the E-Verify Program can be completed at: <https://www.vis-dhs.com/employerregistration>. It is recommended that employers review the sample "memorandum of understanding" available at the website prior to registering

Adams County Youth Advocate Program (ACYAP), a division of Youth Advocate Programs, Inc. (YAP) proposes to provide Child Mentoring and Family Support services in all of Adams County, Colorado. YAP will provide community-based interventions for youth 10 – 18 years of age and families as an adjunct to ongoing case management services. We will provide services for 7.5 hours per week to each referred case. Although ACYAP provides a 7.5 hour per week service, in the event of a crisis we could/would exceed those hours at a reduced rate as long as Adams County agrees and approves of the additional service.

Our wraparound advocacy model will address three populations of clients and families described by Adams County officials as being high priority for community-based service intervention:

- Families with open cases with a goal of the child/children remaining at home
- Children/youth in placement with a goal of reunification
- Children at risk of disruption of foster care placements while working with the family to reintegrate family back into child's/children's home.

This model includes strength-based wraparound planning and service-delivery for optimum supervision, intervention, and resource-building for these identified clients and families.

Proposed Program

For Adams County, we anticipate working with thirty children and families at any given time for seven and a half hours per week. For every child and family enrolled in the YAP program, we will provide family resource building, transportation, support for basic needs, individual service planning (ISP), sound case management, and face-to-face service delivery.

YAP will address the following:

- A. School or other educational setting
 - a. Support with attendance
 - b. Homework assistance
- B. Employment
 - a. Acquisition of identification and other necessary documents
 - b. Basic job skills training
 - c. Experience completing applications
- C. Skills Development
 - a. Life Skills – individual and/or group
 - b. Provision of volunteer opportunities
- D. Social
 - a. Pro-social activities
 - b. Volunteer opportunities
 - c. Pro-social peer relations

E. Family

- a. Reintegration into the home after out of home placement
- b. Support for families to maintain the youth in the home
- c. Connections with community resources

<p>ADAMS COUNTY YOUTH ADVOCATE PROGRAM:</p>
<p>GOAL(S):</p> <ul style="list-style-type: none"> ➤ Divert youth from residential placement in child welfare treatment facilities ➤ Increase appropriate behaviors by conducting effective strengths-based assessments and developing Individualized Service Plans ➤ Decrease the number of referrals for drugs, alcohol or mental health issues ➤ Decrease the need for interagency support and individual contracts for services which is not cost effective to the county
<p>OBJECTIVE(S):</p> <ul style="list-style-type: none"> ➤ Provide each youth with a positive role model/mentor ➤ Provide 7.5 hours of face-to-face advocacy service per youth per week ➤ Develop and implement an ISP for each youth that includes specific goals and objectives including employment. ➤ Facilitate appropriate community linkages
<p>IMPLEMENTATION ACTIVITIES:</p> <ul style="list-style-type: none"> ➤ The proposed program will operate out of an office established in Adams County. Systems will be in place to begin services upon receipt of a signed contract. ➤ Linkages and resources will be implemented in all of Adams County ➤ Recreation and positive socialization opportunities will be provided ➤ Clients and families will be linked with community organizations
<p>PERFORMANCE MEASURES:</p> <ul style="list-style-type: none"> ➤ 85% of children and youth served that are at home will remain in their original home or in relative's home and in their own communities. ➤ 85% of children/youth who are reunified will remain safely in their homes during the period of program involvement. ➤ 85% of children and youth who are in foster care will remain in their identified foster home at the time of referral or have been successfully returned to their own homes or the home of their relatives. ➤ 85% of cases/families served with a combination of internal and community-based service interventions will not re-enter ACHSD Child Welfare system as defined as a new founded child abuse or neglect referral or subsequent reentry into placement within one (1) year of program exit. ➤ 85% of children and youth that are school age will be participating and improving in the appropriate educational program as demonstrated by improved grades/grade point average/teacher progress.

OUTCOMES:

- Decreased numbers of future child protection reports for a 12 month period after receipt of service and case closures
- Decreased potential for abuse and/or neglect in the participating home
- Children and youth will be safely supervised and guided in the community.
- Each child or youth will participate in an appropriate educational program
- The program will prevent/reduce unnecessary hospitalizations and out-of-home placements
- Crisis and safety planning provided and available 24/7 to young people and their families

METHOD OF MEASURING/EVALUATING ATTAINMENT OF GOAL(S):

The monitoring and evaluation system is designed for accurate reporting, monitoring, measuring and evaluating both the quality of services provided and the achievement of program goals following a performance based outcome model. Monitoring and evaluation occur at two levels: local program monitoring/evaluation by Adams County Advocate Program staff and monitoring/evaluation coordinated by the agency's Support Center (administrative headquarters). The monitoring process includes: telephone contact with families by independent telephone monitors and letter survey questionnaires routinely mailed to families. This multi-faceted system provides checks and balances to ensure that quality service and outcomes are measured objectively. Monitoring at the program level is conducted via the method deemed most appropriate by the Program Director (e.g., telephone call, personal visit, or a combination of the two). The use of YAP Entry/Discharge Forms that track information about the client and family from entry through six months after discharge will be used to process program outcomes.

YAP has developed unique service delivery principles that demonstrate our experience in providing wraparound advocacy services to high-risk youth and families. These include a no refuse intake policy, individualized planning process tailored to the needs and strengths of each family, respectful partnerships with parents; recruitment of culturally competent staff, utilizing family support teams, providing opportunities for young people to "give-back" and an optimistic, never-give-up approach. Key to our model is building the capacity of the young person to enter into new positive social relationships which will serve as a catalyst to improved youth/family functioning, positive youth development related outcomes such educational and vocational achievements and positive system-related outcomes (e.g., reduced recidivism). The YAP Advocate model is innovative, recently selected as one of six mentor models to undergo rigorous review by the Office of Juvenile Justice Delinquency Prevention (OJJDP) as part of its Best Practices in Mentoring Research initiative. Our model has been cited by OJJDP, the National Council on Crime and Delinquency and the Annie E. Casey Foundation as a "promising practice" in providing effective alternatives to institutional care.

YAP's wraparound advocacy program approach is simple and holistic. Working with the youth and family, we identify unique needs, assets and strengths and develop plans to address the needs and build on the strengths to improve life circumstances. Beginning at intake and

through discharge YAP's service provision is purposeful and relies on a team approach. Knowing that our intervention is temporary and finite compels us to provide the child and family with resources and a plan that will result in stronger families and social and personal success for the youth. A critical part of our service model is to reconnect youth to their community by building social bonds to community resources, organizations and positive role models. We accomplish this through a variety of individually tailored interventions that include one-on-one mentoring, informal and formal group interventions, and involvement in restorative community service projects. Key elements of YAP's service delivery are: a no reject-no eject policy; hiring culturally competent Advocates intentionally matched with particular children and youth; developing an individualized plan to deliver wraparound services that meet child/family needs, family partnership, the development of a sustainable support network for the youth and empowering families to take ownership of their plan and services during the course of YAP intervention.

Our Gold Standards of Practice dictate that staff makes contact with the family within 24 hours of referral and schedules a face-to-face visit within that time. The Program Director and the Program Coordinator are responsible for intake and conducting the initial assessment. At the initial meeting, the Director/Coordinator sets the stage for trust development and active family participation. She asks four basic questions: (1) What do you need? (2) How can we help? (3) How do we work together as equal partners to better your circumstances? (4) How can we work together to give back to the community? Parents often comment that this was the first time someone asked them instead of told them what they needed and they were grateful for the opportunity to identify their strengths and capabilities rather than focusing on their deficits and weaknesses. The Program Director engages family members to have a voice in telling us their needs, strengths and their story; provide input regarding their ISP; and take ownership in implementing the plan.

The Director uses three family-friendly assessment tools, available in English and Spanish, to gather critical information about strengths, needs, interests and family support.

- *The Life Domain tool* is used to identify needs and strengths in the areas of family, education, social development, employment and training, finances, housing, legal, spirituality, recreation and culture, mental health, medical, and safety.
- *The Strengths tool* is used to gather information about strengths, talents, assets, capabilities of the young person and family members as well as their aspirations.
- *The Interest survey* is used to gather information about activities of interest to the youth including community organizations that he is involved with or interested in becoming involved with as part of YAP services.

Although crisis and safety planning is a hallmark of YAP's service model, when this plan is needed, it is developed by Adams County and we receive a copy. When crises do occur, YAP staff will be involved in implementing the crisis plan. YAP staff is available 24 hours per day and

7 days per week to address crises when they occur. YAP builds flexible, non-categorical dollars into each program budget to be used to support families who have crisis needs. Access to ancillary funds is essential in developing creative responses to individualized service needs. In addition, ancillary funds can be used to provide incentives to youth who contribute to local organizations by participating with staff in community development activities and helping neighbors, including families and other youth involved with YAP.

Development of the Individualized Service Plan

The written result of the assessment process is the development of an Individual Service Plan (ISP). Following the life domain model, goals and specific objectives are formulated to address the core areas of services in Adams County: school or educational setting; employment; skills development; social and family.

The Individualized Service Plan is a written plan developed through an individualized, asset-based wraparound approach. Every plan is tailored specifically to the individual needs of the youth and his family, created with their input, the use of family-friendly assessment tools and information about needs, strengths and assets identified during the intake and Advocate contact. Rather than fitting needs into designated service slots, we connect families with resources to address specific needs or develop services where none exists. ISP's are easily adaptable to changes in circumstances, and as trust grows between the Advocate and the youth and family, more responsibilities shift to the family, which is in the best position to influence successful social and personal success for the youth. Consistent to our "no reject-no eject" principle, YAP subscribes to a core wraparound value that if the plan breaks down, then it is the plan that needs attention as opposed to the family being "resistant". While it specifies objectives and responsibilities, the service plan is flexible to allow for changing family circumstances. ISP's will be consistent with each young person and family's identified areas of need, specifically the following three populations:

1. Families with open cases with a goal of the child/children remaining at home
2. Children /youth in placement with a goal of reunification
3. Children at risk of disruption of foster care placements while working with the family to reintegrate family back into the child's/children's home.

Reunification services will focus on relationship building, counseling, family support systems, wraparound resource networks, and overall stabilization of the home environment. In serving this targeted population, permanency needs will be a high priority. As described in earlier sections, our services are focused on the entire family, as caring for hard to serve youth is a family challenge. Special emphases will include parents and caretakers who need assistance and support in building skills relative to safety, supervision and nurturing of hard to serve youth

and their siblings; parents and youth who need assistance and support in transitioning youth to adulthood.

In addition to quality of life issues inherent in a child's return from placement, the YAP program offers a significant return on investment of county dollars. Calculated in the aggregate, it is estimated that the project will result in fifty percent (50%) to seventy percent (70%) savings when compared to the cost of continuing residential placement. To achieve fiscal as well as quality of service goals, the Adams County Youth Advocate Program will work with the county to redirect dollars from existing services to target youth at highest risk of residential placement. The objective of this strategy is to further contain costs by preventing new placements.

A key goal of YAP services is to develop an engaged and sustainable support system for the family. An important step is to work closely with the family in transferring management of service planning and the Family Team process to them. Teaching youth and families to manage their own process is a key to sustaining progress. Advocates build these skills with parents through modeling of advocacy activities in the presence of youth and family members and by empowering youth and parents to develop their specific services plan. The goal is that by discharge, family members have new competencies, increased hopefulness that they are better able to supervise their youth and manage their affairs.

Advocates are paid, culturally competent community members who provide intensive services and supports to youth and families. *Advocates are the linchpin of the YAP services model, the glue of the Family Team*, working to help implement plan goals and objectives. Advocates work directly with the youth, his family and anyone else important to the youth. Beginning with their first meeting, Advocates work to develop relationships that foster trust and openness. The Program Director or Program Coordinator provide "24/7" coverage. This level of supervision and support ensures that safety and risk factors will be addressed for youth at imminent risk of placement.

YAP recruits a mix of professionals and paraprofessionals ("GED's to Ph.D.'s") to fulfill the role as "natural helper". Advocates provide cultural competence as well as knowledge of community needs, assets and strengths. Other factors guiding the match include compatibility with youth interests and vocational aspirations. YAP strives to employ Advocates that are fluent in the language as the youth they serve. We currently employ one bilingual (English/Spanish) Advocate. Should language become a barrier, YAP's "whatever it takes" philosophy allows us to find translators or signers to meet the needs of the child and family. Advocate matching is something we do well: In an unpublished internal study conducted by the University of Albany and YAP, 90% of the Advocates from our juvenile justice programs nationwide report sharing a common ethnic or cultural identity; 84% sharing interests in sports, music or hobbies and 80% raised in the same type of community, for most of the youth they worked with.

Advocates' are willing and trained to assist the young person including serving in a variety of roles (e.g., transporter, conflict intervener, life skills trainer, respite provider, tutor) enhances acceptance and youth engagement. YAP Advocates are the epitome of credible messengers as illustrated in the vignette below:

Anna -

Anna is a 12 year old Hispanic female, who was referred to the ACYAP program on 11/23/2010 due to being in a parenting role for her five younger siblings. Anna had also witnessed past domestic violence between her mother and father and was in need of learning good boundaries and building a healthy relationship with her mother, Maria, and others.

Some of Maria's concerns at the intake were that Anna was not following household rules; she was hanging around older kids from school that Maria didn't approve of and she was struggling at school with grades and arriving to classes late when already at school.

Some of the goals set in place for the family were to assist Maria in monitoring Anna's grades and attendance, to find pro-social activities for her, to assist her with exploring career interests and participating in community service. The family was already receiving Medicaid and food stamps and had moved from a small apartment into a home.

Anna's YAP Advocate, Jessica, began services by taking her to Arts from Ashes to encourage her interest in writing. They went to the library to get Anna her own library card and to work on homework. Jessica also took her to different college campuses like Kaplan University and Westwood College to explore educational opportunities; and she took Anna to tour a police station and to meet and speak with Commerce City police officers at Coffee with a Cop.

Anna attended ACYAP's Life Skills class, where she learned about and discussed healthy relationships. She also attended a presentation given by Planned Parenthood on teen pregnancy and healthy relationships. Jessica introduced Anna to the Commerce City and Thornton Recreation Centers for recreation. Jessica took her to volunteer for the American Diabetes Association's Diabetes Expo. Anna went roller skating at Skate City, swimming and completed Art and Craft's projects at Michael's and the Anythink Libraries.

Maria made it a point to be as involved in services as she could be and if she needed assistance with anything she always made sure the Advocate knew about what her concerns were. For example, when Anna started writing the name of a local street gang on her body and marking her body, Maria reached out. Maria also talked to the Advocate when she noticed that Anna came home from school with cuts on her arms and Anna said she was playing a game with friends from school. ACYAP was able to provide information to Maria about parent groups through GRASP (Gang Rescue and Support Project) and The ENGAGE (Empowering Neighborhoods with Gang Education) program through the link.

At discharge, Maria stated that her relationship with Anna had improved greatly. Anna was following household rules and respecting her mother, her mother's boyfriend and her siblings. Maria also stated that Anna was no longer writing on her body or associating herself with any gang. Further, Maria stated that the school's resource officer approached her and stated that Anna's attitude and behavior had shown improvement. As a result of the hard work Anna and her Advocate did, Maria and Anna were glad that there was improvement in her grades and both were proud of what Anna had accomplished.

While enrolled in the Adams County Youth Advocate Program, children and youth learn Life Skills in group and individual settings. The Adams County program utilizes community based services to meet program participant needs and to provide community service, mutual assistance and restorative justice projects. These services include Dress for Success and A Precious Child which provide professional clothing appropriate work attire. To encourage "giving back to the community, they also volunteer at the Rocky Mountain Food Bank, Comfort Cafe and Cafe 180 (pay what you can restaurants) that exchange food and meals for community service hours; The Horse Protection League where clients interact with the horses by grooming and walking them as well as cleaning stalls and doing other necessary chores; Daddy Bruce's Thanksgiving Food Give-Away where clients volunteer and then receive food for their families for Thanksgiving; and feeding the homeless at The Grant Street Rescue Mission and the Denver Rescue Mission. Children and youth also volunteer as givers in community projects such as Raking with Senior Citizens. Community service and restorative justice projects also occur at other locations throughout the Adams County service area.

Program Staffing

The Adams County Advocate Program is part of a regional network of Southwest Advocate Programs operated by YAP. Regional President, Gary Ivory will provide executive oversight of the program; Regional Director, Patty Rosati will oversee the program; and Program Director, Kim Sytten is responsible for day-to-day program management including direction and implementation of client services; and selection, supervision and training of staff. Resumes for the Program Director, Program Coordinator and Administrative Manager have been attached. The Advocate(s) will provide direct services to the clients. Supervised by the Director, they will be responsible for the successful execution of components of Individual Service Plans. The Program Director will additionally be responsible for all administrative functions of the local program including reports required by the agency and the referring authority. YAP has an agency-wide staff development and training program accredited by Rutgers University. Agency policy is to provide a minimum of 22 hours of training per year. The Southwest training program typically exceeds that minimum. Orientation training is provided for new staff and ongoing training is provided for all staff. At the local program level, weekly individual staff supervision and monthly training sessions/staff meetings are provided.

Agency Information

Youth Advocate Programs is a continually growing, dynamic nonprofit organization that serves the highest risk and highest needs children and youth. Founded in 1975 in Harrisburg, PA, YAP has expanded to operate more than 120 programs in 18 states, serving more than 12,000 youth and their families annually. *Our mission is to provide individuals who are, have been, or may be subject to compulsory care with the opportunity to develop, contribute and be valued as assets so that communities have safe, proven effective and economical alternatives to institutional placement.* Our philosophy stems from the premise that even the most troubled

individuals and families have strengths and capabilities that can and must be developed. YAP has been a pioneer in juvenile justice reform and has been cited by the Office of Juvenile Justice and Delinquency Prevention, the National Council on Crime and Delinquency, the Annie E. Casey Foundation and several other respected professional groups as a “promising practice” in providing effective alternatives to institutional care.

A large percentage of youth served by YAP are at the “deep end” of the juvenile justice system. YAP operates under an inclusive intake policy, meaning that referrals are accepted regardless of client characteristics or case histories. Acceptance into the program carries a commitment to unconditional care; therefore, YAP will not unilaterally terminate a youth or family.

Agency Highlights

- ✦ YAP serves 12,000 families per year, measures outcomes for each family served and also conducts monthly “family satisfaction surveys.”
- ✦ YAP consistently maintains an 80% or higher success rate with clients that include youth and families with extremely complex needs.
- ✦ YAP has developed and is guided by Gold Standards of Best Practice in all aspects of its operation.
- ✦ YAP has implemented agency standards of best practice and is accredited by the Council on Accreditation (COA).
- ✦ Our website www.yapinc.org provides a complete description of our agency.
- ✦ In addition to internal monitoring, YAP has also had ten successful external evaluations conducted by respected organizations. Findings from these ten studies have led to YAP consistently being considered a *Best Practice Model* and contributed to YAP receiving recognition from a number of well-established government organizations and private foundations. These organizations include:
 - ✦ The Annie E. Casey Foundation has identified the YAP wraparound advocacy program model as a “**promising practice**” (Source: *Annie E. Casey Foundation’s Workforce and Youth Development for Young Offenders* study; <http://www.aecf.org>)
 - ✦ In a bulletin published by the Office of Juvenile Justice and Delinquency Prevention (OJJDP), YAP’s Tarrant County Advocate Program in Texas was recognized as a **Best Practice Model for Alternatives to Secure Detention and Confinement of Juvenile Offenders** (Source: *OJJDP Juvenile Justice Bulletin, September, 2005* entitled: *Alternatives to the Secure Detention and Confinement of Juvenile Offenders-authors: Austin, Johnson and Weitzer, <http://ojjdp.ncjrs.org>*)

PREVIOUS CONTRACTS

Youth Advocate Programs has been providing services for children and youth involved in the child welfare system for over 37 years. Across the nation, YAP currently serves thousands of

children and families involved in the child welfare system each year. In 2007, YAP began providing Child Mentoring & Family Support Services in Adams County and serves 100 child welfare clients and families annually. Our Denver County YAP program began providing these services in 2012 and currently serves 25-30 child welfare clients and families annually.

Like most YAP programs across the country, our Colorado YAP programs enjoy a strong track record of positive outcomes for young people who participate. We have attached the outcomes report completed by Adams County that reflects ACYAP's specific success rates. Of the 414 children/youth that completed the program, 354 (85.51%) were successful. Success is defined as having completed the program without experiencing out-of-home placement (OOH) during the program period.

FIVE CORE SERVICES GOALS

Our service approach is broad and holistic. Needs are identified by the family. Service responses are creative and individualized to specific circumstances. Family and community strengths and assets are identified and built into every plan. Community partnerships are developed as part of the response to addressing individualized needs and building on identified assets. YAP works with partners in building a sustainable network of support for families. YAP staff will be available to serve youth and families 24/7 for crisis response although most direct services will take place during afternoons, evenings and weekends as convenient for youth and families. The most critical and important moment of the intervention is our initial meeting with the family. It is our goal to ensure that the family perceives the YAP approach to be genuine, realistic, non-blaming, respectful, meaningful and optimistic. The initial focus is to offer each family: 1) a voice in telling us their needs, strengths and story; 2) input regarding their Individual Service Plan; and 3) ownership of the ISP.

YAP utilizes numerous evidence-based models including Positive Youth Development (PYD) and OJJDP's Blueprint Model for the wraparound planning process which is used with each youth and his or her family.

Four Overarching Principles Guide Our Approach:

No reject, no eject policy; 2. Individualized, asset-based approach; 3. Community-based advocacy; 4. Layered supports for youth and their families.

Adams County Youth Advocate Programs addresses the five Core Service Goals as follows:

- 1. Focus on family strengths by directing intensive services that support and strengthen family & protect child**

All referrals to YAP programs receive strengths based individual assessments. Each assessment will utilize our Life Domain Assessment tool. This tool helps structure a conversation around a person's strengths and needs. Each of the key areas of the individual's and family's life are reviewed including: housing; family; social; educational; spiritual; employment; safety; financial; psychological/emotional; legal; and

medical/health. Strengths, assets and resources as well as service needs are identified within these domains. All of the services respond to the ISP for each youth and family.

2. Prevent out of home placement

YAP provides wraparound/advocacy services that include the family as well as the referred youth. YAP provides 24/7 crisis response, mediation with youth and family, and the ability to provide advocate services for family members including expediting family treatment objectives in the FSP.

3. Return children from placement to their own homes

If returning children to their own homes is part of the case plan, YAP staff will do whatever is necessary to expedite the process. Advocates will support the youth and family to support transitioning. If home visits are requested, Advocate staff will expedite the visits to gradually transition the youth into the home and culture of the family. Ancillary dollars will be available to address unmet needs.

4. Unite children with permanent families

In addition to the steps outline above, YAP staff will utilize extreme recruitment to search for extended family. Although we are not currently providing this service in Adams County, YAP is doing this in other programs and has training available for this service.

5. Provide services that protect the child

Crisis and safety planning are completed when necessary as part of the assessment/intake process and included in the ISP developed by the youth and family. All YAP staff members are mandated reporters. Incident reports are filed within 24 hours.

EXPERIENCE WORKING IN CHILD WELFARE SYSTEM

YAP has provided Child Welfare Services for over 37 years. In addition to the Adams and Denver County programs, YAP provides core services to children and youth in New Jersey, New York, Pennsylvania and more.

In addition to YAP's core services to children and youth involved in all aspects of the Child Welfare system, our agency has implemented training for front-line staff on trauma-informed care.

AGENCY'S APPROACH TO TRAUMA INFORMED CARE

A unique aspect of our organizational profile is our capacity to respond to trauma related needs of children and youth of all ages. The vast majority of Child Welfare involved youth have experienced significant trauma (abuse, neglect, exposure to domestic violence, etc.). YAP conducted Trauma Informed Care training at last year's "Trauma Informed Care" conference held by the National Federation of Families for Children's Mental Health (FFCMH). YAP's National Employee & Program Development Team offers trainings on Trauma Focused – Cognitive Behavioral Therapy (TF-CBT) to our staff. TF-CBT is a component-based model of

psychotherapy that address the unique needs of children with PTSD symptoms, depression, behavior problems, and other difficulties related to traumatic life experiences. Staff serving youth in this project will participate in this specialized training as it has become part of YAP's Basic Advocacy Training which is required for all Advocate staff. Supplemental training will be secured through a free web-based course at <http://tfcbt.musc.edu>. It is important to note that in TF-CBT studies, parents often report reduced depression, emotional distress associated with the child's trauma, and PTSD symptoms. They also report an enhanced ability to support their children.

CULTURAL COMPETENCE

YAP matches youth with caring and supportive adults, who serve as life-changing mentors. As often as possible, the Advocate will come from the same neighborhoods and backgrounds as the youth that they serve, thus assuring cultural competence.

PLAN TO COMMUNICATE & COORDINATE SERVICES AND REPORTING WITH SOCIAL CASE WORKERS

YAP has been providing these services for the last five (5) years. ACHSD Caseworkers and staff have been communicative and communication has been very open. The Program Director and Coordinator notify caseworkers immediately via telephone or e-mail when they receive new information from the Advocates regarding any changes or concerns regarding clients and families. YAP also provides 24/7 crisis intervention services and informs caseworkers immediately if issues arise.

OTHER SUPPORTIVE SERVICES

Although the Adams County YAP program has no formal collaborative agreements, we have working relationships with other community providers. We provide youth and family with provider information, and often go with the youth/family for the first visit. YAP has a unique relationship with A Precious Child: youth enrolled in the YAP program provide community service volunteer hours at their facility to encourage giving back to the community and in exchange, families are getting their clothing needs met.

EXPERIENCE & QUALIFICATIONS THAT WOULD QUALIFY YOU AS EXPERTS IN CHILD WELFARE

Program Director, Kim Sytten, has the credentials and the experience to qualify her as an expert in child welfare as well as other fields should anyone be called to testify. Her credentials include an MA in Counseling Education and Counseling Psychology, a current LMFT and LPC license through the state of Colorado (see resume for details), and previous experience as a Medicaid Provider through Jefferson Hills Residential Treatment Center. Her experience includes being Transition Manager responsible for the continuum of care; Clinical Supervisor and Unit Manager responsible for overall delivery of treatment services and operation of 26-bed residential adolescent male unit; as well as experience as a Juvenile Sex Offender Therapist and MST Family Therapist. Although she has not been asked to testify in the five years she has worked in Adams County, she is prepared to if called upon. Should any of our staff be called to testify, they will be prepared.

DATA COLLECTION & REPORTING

Activity sheets with progress notes are completed by staff for each youth and family on a weekly basis. The progress section of this sheet covers all life domains, i.e. Education, Health, Employment, Household, etc. These reports (including any special incident reports) are then copied and submitted to Adams County DHS on a monthly basis. The Director meets with ACHSD on a quarterly basis and submits a detailed report required by ADHSD to track data.

ACCOUNTING SYSTEM

YAP utilizes cost accounting principles supported by Financial Edge software

AVAILABILITY OF STAFF

Availability to provide services evenings and weekends is preferable.

- Monday – Friday office hours are 8:30 AM to 5:00 PM
- Evenings - 7 days; times convenient for youth and families
- Weekends times convenient for youth and families
- Other: Also available 24/7 for crisis intervention

TRANSPORTATION.

Typically yes, but if a situation occurs and no staff is available, YAP can provide youth and families with bus passes as well as instruction in the use of public transportation.

HOW WILL YAP SUSTAIN SERVICES TO CLIENTS SHOULD FUNDING NOT BE AVAILABLE?

The YAP Development Team reviews foundation and corporate funding availability on a regular basis. We are in the process of submitting a proposal to the Daniels Fund for funding to support our programming in Adams and Denver Counties. We often seek funding from private sources to support YAP's kids and recently received a grant for back to school supplies from the Darden Foundation. We have also completed our application for a Medicaid license in Colorado and are awaiting the final paperwork. Should funds be depleted, we will attempt to find Medicaid support for the children and families in addition to private support.

FEE SCHEDULE

Youth Advocate Programs, Inc. agrees to bill the County on a fee-for-services basis at the following rates:

- Low Treatment Package: \$43.44 per hour for 8 hours of service or less per week of services
- High Treatment Package: \$30.55 per hour for additional hours per week above the first 8 hours of services

YAP understands and agrees that the Low Treatment Package will be the primary option. Should a crisis create a need for additional hours, ACYAP will obtain authorization from the County before extending any child and family's hours. The total of fees-for-services will not exceed \$400,000.00 per year.

YAP Report, 5 years
Ken Schlessinger
Quality Assurance Manager
Children and Family Services Division
February 12, 2012

Program Description

The Youth Advocate Program (YAP) is a community-based intervention for child/youth and families. It is used as an adjunct to ongoing case management services. The caseworker refers clients as part of the case plan on open cases. The program assigns advocates to families. The goal is to provide between 7.5 (low treatment package) and up to 12-15 hours (high treatment package) of paraprofessional services per week to each family. Although services target an identified child/youth, assistance is provided to the entire family. Program activities and outcomes are tracked by the county department monthly. On a monthly basis, the number of new referrals, program outcomes and program services, including number of hours provided are reported.

The primary responsibility of Advocate is to initiate, organize, plan, develop and implement direct advocacy services to assigned clients and their families. All YAP Individual service plans will be strength based using the wrap around model and will be in line with ACHSD Family Services Plan which is developed by the Caseworker. The Youth Advocate Program's Individual Service Plan will address specific goals and objectives in relationship to the following: family interaction, residence, educational/vocational/life skills development, employment/career development; health and hygiene; social development and legal issues.

Scope of Service

The Contractor will coordinate with child welfare staff and management, Adams County Community agencies, and TANF contract partners to provide:

"Life Skills": services provided primarily in the home that teach household management, effectively accessing community resources, parenting techniques, and family conflict management.

- Assist with enrollment in school or other educational setting, and may provide support with attendance and homework for the child/youth.
- Provide one on one Life Skills coaching for the child/youth and family.
- Provide weekly enrichment activities and positive socialization opportunities for the child/youth.
- Facilitate Life Skills groups for the child/youth.
- Provide volunteer opportunities to child/youth in an effort to provide social skills, service learning and to fulfill community service obligations.

"Home Based Intervention": services provided primarily in the home of the client and includes a variety of services which can include therapeutic services concrete services, collateral services and crisis intervention directed to meet the needs of the child/youth and family.

- Attend court hearings and probation meetings when needed.
- Reintegration of child/youth into the home after out of home placement by providing face to face contact in the home with child/youth and parent present to determine supports or possible challenges to maintain the child/youth in their home. Connecting the child/youth

with Community Supports including school, contact with probation, faith based community (if applicable), exposure to cultural activities.

- Provide support to children/youth and their families to maintain the children in the home by doing family meetings and by completing the Life Domain Chart at intake to assess for strengths and needs for the child/youth and family.
- Connect child/youth and their families with community resources.
- Provide Family Conflict Management- behavior modification plan, development of a family contract, sometimes collaboration with therapist recommendation or plans that are already in place, proactively working with the parents regarding behavior issues/addressing in a proactive way.

Service Recipients

Eligible population to be served:

- Children/youth ages 10 to 18 years of age who are at imminent risk of out of home placement and have an open Child Welfare Case in Program Area 4,5 or 6.
- Families with open cases with a goal of the child remaining at home or reunification.
- Cases may be court involved or voluntary.
- Children/youth in placement with a goal of reunification.
- Families in need of in home wrap-around or other services during involvement with the Family Assessment and Stabilization Team (FAST).
- Children/youth at risk of disruption of foster care placements to maintain at the lowest level of care possible.

Performance Measures

- 85% of children/youth served that are at home, will remain in their original home or in a relative home and in their own community.
- 85% of children/youth who are reunified will remain safely in their homes during the period of program involvement.
- 85% of children/youth who are in foster care will remain in their identified foster home at the time of referral or have been successfully returned to their own homes or the homes of their relatives.
- 85% of cases/families served with a combination of internal and community-based service interventions will not re-enter ACHSD Child Welfare system as defined as a new founded child abuse or neglect referral or subsequent reentry into placement within one (1) year of program exit.
- 85% of children/youth (that are school age) will be participating and improving in the appropriate educational program as demonstrated by improved grades/grade point average/ teacher progress.

Anticipated Outcomes

- Decreased numbers of future child protection reports for a twelve (12) month period after receipt of service and case closures
- Decreased potential for abuse and/or neglect in the participating home
- Improved family functioning measured by pre and post testing developed by the YAP program
- Increased school attendance

- Children will be able to remain in their homes.

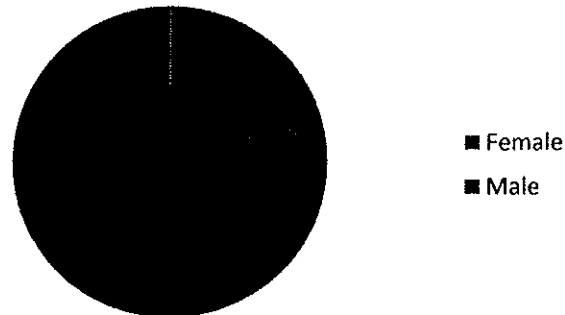
The Youth Advocacy Program is currently in its 5th year of operation, beginning on 7-1-2007. Clients are referred to YAP by case workers. YAP clients must be active clients in open Adams County cases. YAP programming can serve as an adjunct to case management services. That is, YAP may be one of a constellation of services being provided to the family to achieve the goals of the case plan. YAP provides intensive face to face contact with families using paraprofessional youth advocates.

The following is a descriptive summary of YAP client demographics and outcomes. The data is summarized for calendar years 2007 through 2011.

YAP Client Demographics

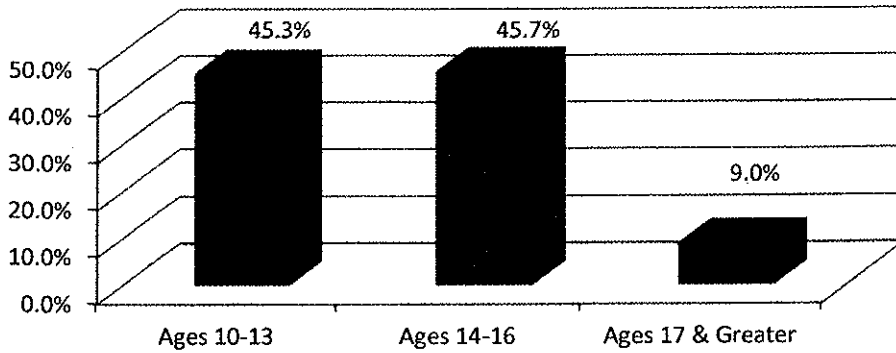
Since its inception in July 2007, 564 children/ youth have been referred to the program by Adams County Social Workers. The percentage of children/youth by gender includes 10% more males than females.

Percent Clients referred by Gender



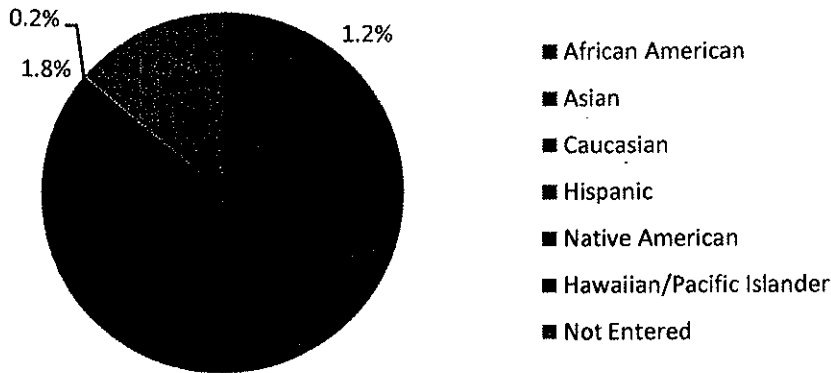
The ages range from 10 to 18. The vast majority, 91% of clients referred are between the ages of 10 and 16. Clients ages 10 to 13 and clients ages 14 to 16 are evenly split.

% of Age Group Referred



The breakdown of clients referred by race/ethnicity is partially a reflection of the community, however African American children/youth are overrepresented and Hispanic clients are slightly under represented in the population of children referred to YAP.

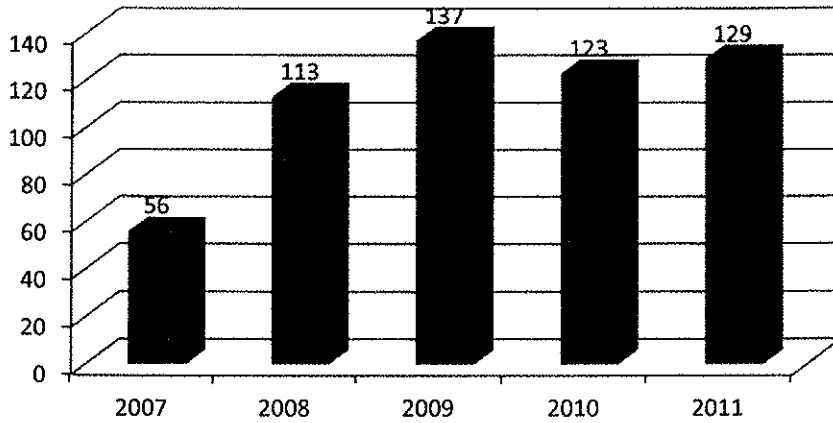
% Race/Ethnicity Referred



Clients referred to YAP by Year

The numbers of children/youth referred to YAP have remained consistent. These data are presented by calendar year, therefore 2007 represents 6 months of data.

Clients Referred to YAP



YAP Outcomes

The 564 clients referred to YAP includes clients that are currently active and 93 children/youth were removed from the program. Clients can be removed due to run away, parents refuse services, or the family moved from the area and therefore did not participate in the program. There are 58 clients that are currently active or pending acceptance who have not completed the program. A total of 414 completed the program.

Referrals 2007-11		Frequency	Percent
	Successful	354	62.6
	Placed Out of Home	60	10.6
	Removed from Program	93	16.5
	Total	507	89.7
	Currently active in the program or pending admission or not approved by supervisor	57	10.3
Total		564	100.0

YAP Outcomes

Two levels of outcome will be provided:

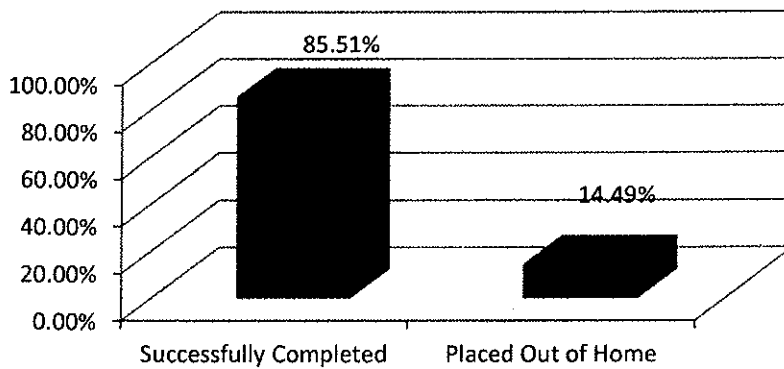
1. Program Completion: Number and percent of clients that subsequently completed the program
2. Program Recidivism: Number and percent of clients who successfully completed and did not experience a subsequent placement one year after program involvement

Outcomes are presented by total and by year.

Overall Program Outcome

Of the 414 children/youth that completed the program, 354 (85.51%) were successful. Success is defined as having completed the program without experiencing out of home placement (OOH) during the program period. Sixty clients (14.49%) were placed out of the home during the program period.

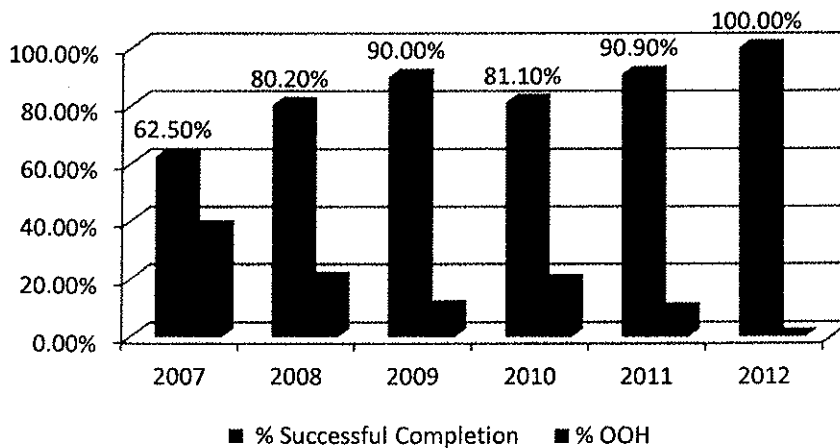
% Successful Completion



Client Outcomes by Year

Successful program completion is based on the date of discharge. There has been some annualized variation in successful program completion, however the overall remains above 85%.

% Successful Completion by Year

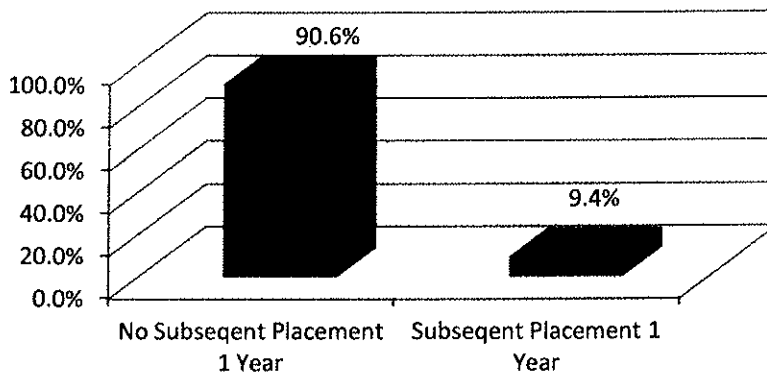


Program Recidivism

The next step in measuring program outcomes is to follow the children/ youth for a period of time to determine if they have re-entered the system. Because a primary goal of the YAP is to keep clients out of placement, the recidivism event chosen for follow up is re-entry into placement within one year. Only the clients that successfully completed the program and had been out of the program for one year were followed. Of 254 clients that successfully completed the program, 24 (9.5%) were subsequently placement within one year.

	Frequency	Percent
No OOH placement 1 Year	230	90.6
Placed OOH 1 Year	24	9.4
Total	254	100.0

% of Successful Clients without Subsequent Placement 1 Year

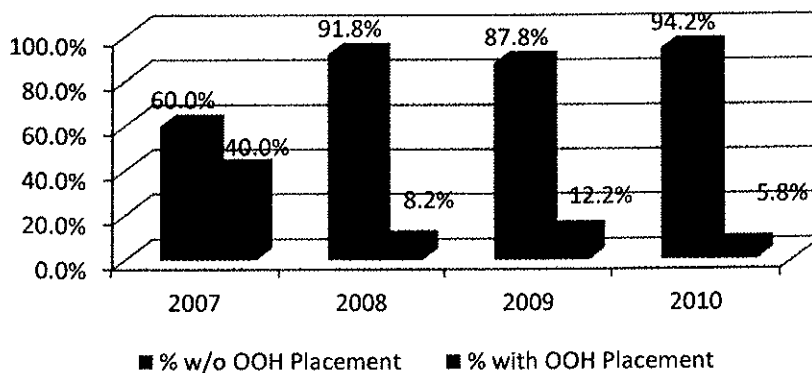


Recidivism by Year

This analysis includes only years 2007 through 2010 as this analysis requires at least one year of "at risk" time to determine if there was a subsequent placement one year out. With the exception of year 2007 (implementation year) and 2010, recidivism rate have been over 87%

Close Year	Recidivism Outcome	Frequency	Percent
2007	No OOH placement 1 Year	3	60.0
	Placed OOH 1 Year	2	40.0
	Total	5	100.0
2008	No OOH placement 1 Year	67	91.8
	Placed OOH 1 Year	6	8.2
	Total	73	100.0
2009	No OOH placement 1 Year	79	87.8
	Placed OOH 1 Year	11	12.2
	Total	90	100.0
2010	No OOH placement 1 Year	81	94.2
	Placed OOH 1 Year	5	5.8
	Total	86	100.0

% Successful Clients without Recidivism



Cost Avoidance Analysis

This cost benefit analysis is focused on the cost avoidance of out of home placement. Out of home placement should be used as a temporary strategy to ensure safety. Prolonged out of home placement can be a barrier to the ultimate goal of finding permanency and well being for children youth and families.

It is difficult to attribute the work of a program to a specific outcome like out of home placement recidivism without comparing the YAP families (experimental treatment) to similar families that did not have the treatment (treatment as usual). In addition, YAP clients are subject to Social Services case management and families may be involved in additional Core services that can contribute to the outcome. Finally the gold standard for determination of program effectiveness is random assignment, which was not used to implement YAP.

That said, the Youth Advocate Program has provided intensive services to children and youth at high risk for out of home placement and have demonstrated favorable rates of program completion and avoidance of out of home placement one year out. 230 high risk children/youth did not have a placement event following successful program completion.

230 children/youth that completed the YAP did not experience out of home placement for a period year. The methodology to assess the cost avoidance includes the following variables:

- Estimate of the number of days of placement avoided using the actual length of stay for the period for all placement types
- Estimate of placement costs using the calculated average placement costs for all placement types for the period
- Program costs (estimated from Trails, actual costs not available at the time of writing)

Although placement was avoided for one year for each client, it is not likely that they all would have experienced a placement. For that reason the cost benefit below is calculated at three different levels:

- Model 1-Assumes all of the YAP clients would have experienced placement post program involvement
- Model 2-Assumes 75% of the YAP clients would have experienced placement post program involvement
- Model 3-Assumes 50% of the YAP clients would have experienced placement post program involvement

Model 1-100% of clients would have been placed						
CY Year	Clients w/o placement	Average Length of Stay (Days)	Average Daily Cost	Projected Placement Costs	Program Cost	Cost Avoidance
2007	3	227	\$70.32	\$47,887.92	\$129,302	-\$81,414
2008	67	227	\$70.32	\$1,069,496.88	\$463,560	\$605,937
2009	79	227	\$70.32	\$1,261,048.56	\$463,560	\$797,489
2010	81	227	\$70.32	\$1,292,973.84	\$504,154	\$788,820
	230			\$3,671,407	\$1,560,576	\$2,110,831

Model 2-75% of clients would have been placed						
CY Year	Clients w/o placement	Average Length of Stay (Days)	Average Daily Cost	Projected Placement Costs	Program Cost	Cost Avoidance
2007	2	227	\$70.32	\$35,915.94	\$129,302	-\$93,386
2008	50	227	\$70.32	\$802,122.66	\$463,560	\$338,563
2009	59	227	\$70.32	\$945,786.42	\$463,560	\$482,226
2010	61	227	\$70.32	\$969,730.38	\$504,154	\$465,576
	173			\$2,753,555	\$1,560,576	\$1,192,979

Model 3-50% of clients would have been placed						
CY Year	Clients w/o placement	Average Length of Stay (Days)	Average Daily Cost	Projected Placement Costs	Program Cost	Cost Avoidance
2007	2	227	\$70.32	\$23,943.96	\$129,302	-\$105,358
2008	34	227	\$70.32	\$534,748.44	\$463,560	\$71,188
2009	40	227	\$70.32	\$630,524.28	\$463,560	\$166,964
2010	41	227	\$70.32	\$646,486.92	\$504,154	\$142,333
	115			\$1,835,704	\$1,560,576	\$275,128

The cost avoidance depicted in Model 3 is probably the most realistic. Without the negative cost avoidance in the implementation year, estimated cost avoidance demonstrate a positive effect.