

ADAMS COUNTY, COLORADO  
FIRST ADDENDUM TO  
SERVICE AGREEMENT

THIS FIRST ADDENDUM TO SERVICE AGREEMENT ("First Addendum") is entered into this 9<sup>th</sup> day of September, 2014, by and between the Board of County Commissioners of Adams County, Colorado, located at 4430 South Adams County Parkway, Brighton, CO 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."

RECITALS

WHEREAS, on July 22, 2013, the County entered into a Service Agreement with Youth Advocate Programs to provide Child Mentoring & Family Support Services to 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, and,

WHEREAS, the term of the agreement expired on May 31, 2014, and,

WHEREAS, the County and the Contractor mutually desire to extend the Service Agreement beginning June 1, 2014 through May 31, 2015, and,


NOW, THEREFORE, for the consideration set forth herein, the sufficiency of which is mutually acknowledged by the parties, the County and the Contractor agree as follows:

1. The County shall reimburse the Contractor for the work provided under this First Addendum in accordance with Section IV of the Service Agreement. Beginning June 1, 2014 through May 31, 2015, Adams County will pay Youth Advocate Programs a sum not to exceed four hundred twenty-five thousand dollars (\$425,000.00.)
2. The term of the Service Agreement is extended through May 31, 2015.
3. The Service Agreement and this First Addendum contain 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 both parties. Any terms, conditions, or provisions of the Service Agreement that are not amended or modified by this First Addendum shall remain in full force and effect. In the event of any conflicts between the terms, conditions, or provisions of the Service Agreement and this First Addendum, the terms, conditions, and provisions of this First Addendum shall control.
4. The Recitals contained in this First Addendum are incorporated into the body hereof and accurately reflect the intent and agreement of the parties.
5. This First Addendum may be executed in multiple counterparts, each of which shall be deemed to be an original and all of which taken together shall constitute one and the same agreement.

6. Nothing expressed or implied in this First Addendum is intended or shall be construed to confer upon or to give to, any person other than the parties, any right, remedy, or claim under or by reason of this First Addendum or any terms, conditions, or provisions hereof. All terms, conditions, and provisions in this First Addendum by and on behalf of the County and the Contractor shall be for the sole and exclusive benefit of the County and the Contractor.
7. If any provision of this First Addendum is determined to be unenforceable or invalid for any reason, the remainder of the First Addendum shall remain in effect, unless otherwise terminated in accordance with the terms contained in the Service Agreement.
8. Each party represents and warrants that it has the power and ability to enter into this First Addendum, to grant the rights granted herein, and to perform the duties and obligations herein described.

IN WITNESS WHEREOF, the County and the Contractor have caused their names to be affixed.


BOARD OF COUNTY COMMISSIONERS  
ADAMS COUNTY, COLORADO

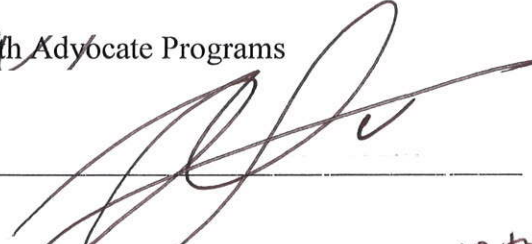
  
\_\_\_\_\_  
Chair

9-9-14  
\_\_\_\_\_  
Date

ATTEST:  
KAREN LONG  
CLERK AND RECORDER

  
\_\_\_\_\_  
Deputy Clerk

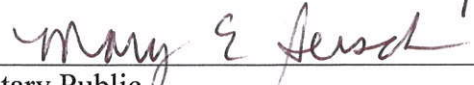
Approved as to form:  
  
\_\_\_\_\_  
Adams County Attorney's Office

Youth Advocate Programs  
  
\_\_\_\_\_

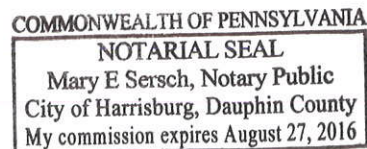
8/12/14  
\_\_\_\_\_  
Date

Signed and sworn to before me on this 12<sup>th</sup> day of August, 2014 by

Richard L Stottlemeyer II

  
\_\_\_\_\_  
Notary Public

My commission expires on: Aug 27, 2016



**CONTRACTOR'S CERTIFICATION OF COMPLIANCE**

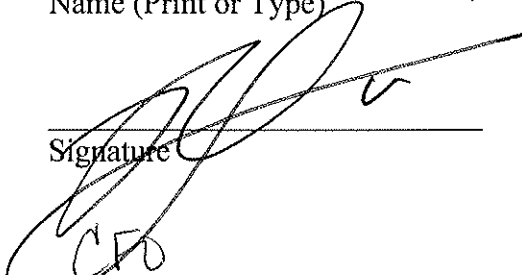
Pursuant to Colorado Revised Statute, § 8-17.5-101, et.seq., as amended 5/13/08, as a prerequisite to entering into a contract for services with Adams County, Colorado, the undersigned Contractor hereby certifies that at the time of this certification, Contractor does not knowingly employ or contract 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  
Company Name

8/12/14  
Date

Richard L Stottlemyer II  
Name (Print or Type)

  
\_\_\_\_\_  
Signature

CEO  
\_\_\_\_\_  
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

<b>ADAMS COUNTY YOUTH ADVOCATE PROGRAM:</b>
<b>GOAL(S):</b> <ul style="list-style-type: none"><li>➤ Divert youth from residential placement in child welfare treatment facilities</li><li>➤ Increase appropriate behaviors by conducting effective strengths-based assessments and developing Individualized Service Plans</li><li>➤ Decrease the number of referrals for drugs, alcohol or mental health issues</li><li>➤ Decrease the need for interagency support and individual contracts for services which is not cost effective to the county</li></ul>
<b>OBJECTIVE(S):</b> <ul style="list-style-type: none"><li>➤ Provide each youth with a positive role model/mentor</li><li>➤ Provide 7.5 hours of face-to-face advocacy service per youth per week</li><li>➤ Develop and implement an ISP for each youth that includes specific goals and objectives including employment.</li><li>➤ Facilitate appropriate community linkages</li></ul>
<b>IMPLEMENTATION ACTIVITIES:</b> <ul style="list-style-type: none"><li>➤ 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.</li><li>➤ Linkages and resources will be implemented in all of Adams County</li><li>➤ Recreation and positive socialization opportunities will be provided</li><li>➤ Clients and families will be linked with community organizations</li></ul>
<b>PERFORMANCE MEASURES:</b> <ul style="list-style-type: none"><li>➤ 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.</li><li>➤ 85% of children/youth who are reunified will remain safely in their homes during the period of program involvement.</li><li>➤ 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.</li><li>➤ 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.</li><li>➤ 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.</li></ul>

**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](http://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.

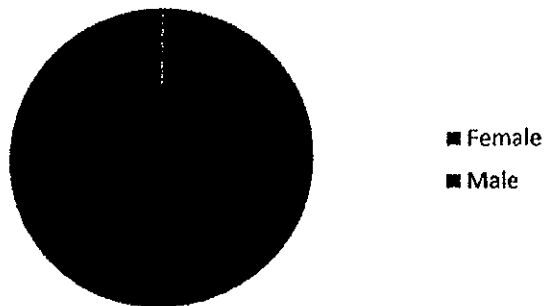
The Youth Advocacy Program is currently in its 5<sup>th</sup> year of operation, beginning on 7-1-2007. Clients are referred to YAP by case workers. YAP clients must be active clients in open Adams County cases. YAP programming can serve as an adjunct to case management services. That is, YAP may be 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**

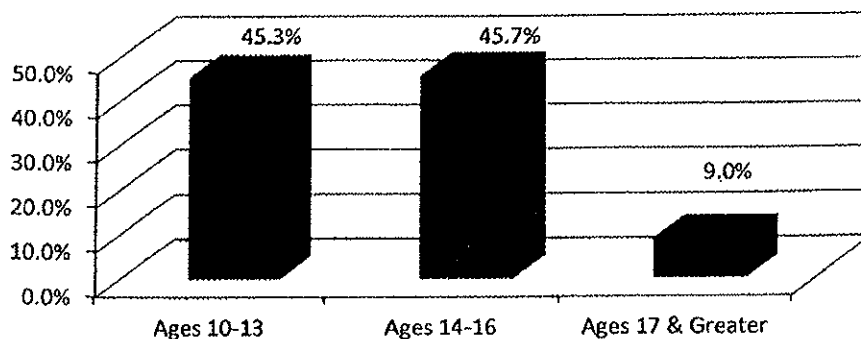
Since its inception in July 2007, 564 children/ youth have been referred to the program by Adams County Social Workers. The percentage of children/youth by gender includes 10% more males than females.

### **Percent Clients referred by Gender**



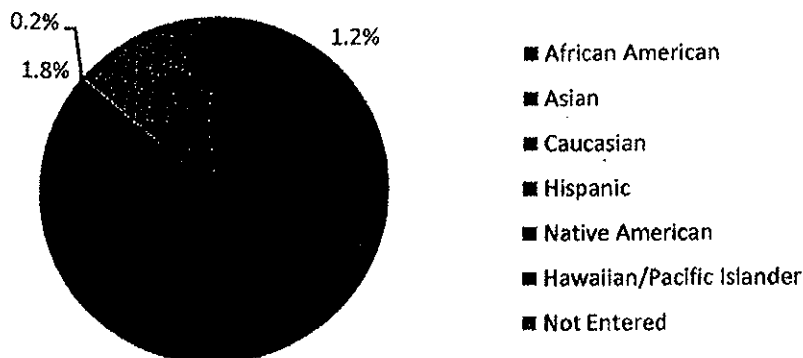
The ages range from 10 to 18. The vast majority, 91% of clients referred are between the ages of 10 and 16. Clients ages 10 to 13 and clients ages 14 to 16 are evenly split.

### % 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.

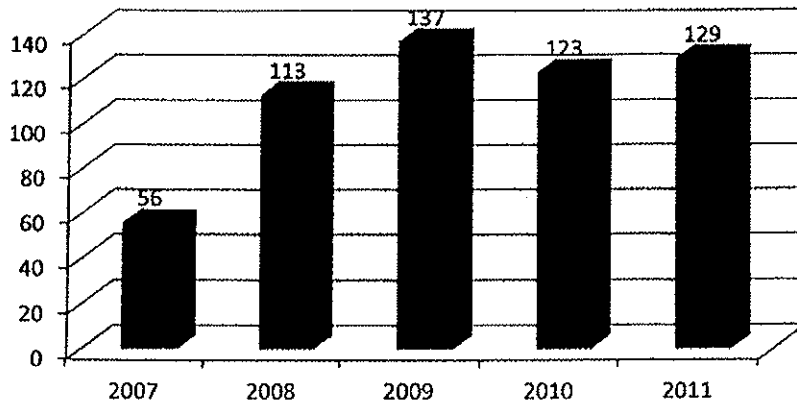
### % Race/Ethnicity Referred



### 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:

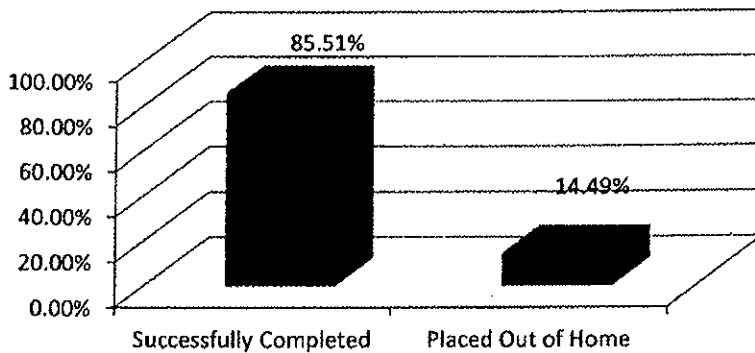
1. Program Completion: Number and percent of clients that subsequently completed the program
2. Program Recidivism: Number and percent of clients who successfully completed and did not experience a subsequent placement one year after program involvement

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.

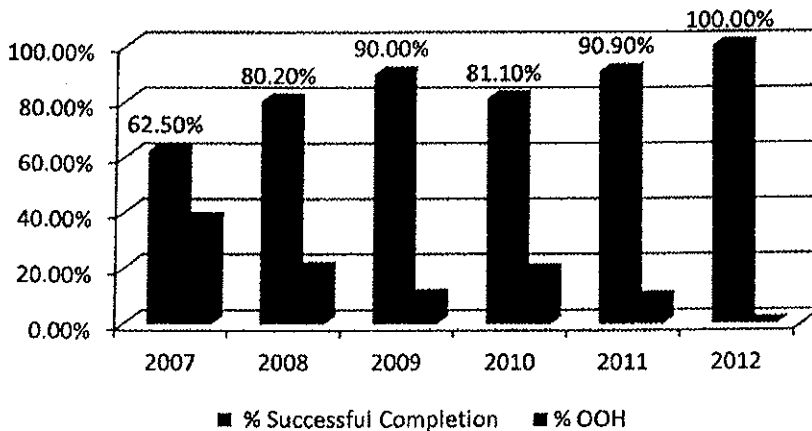
### % Successful Completion



### 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

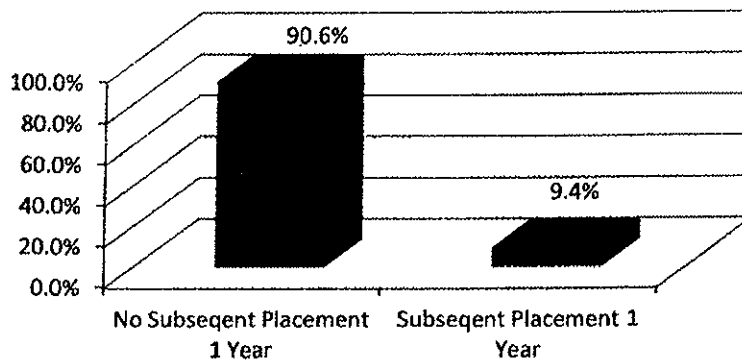


### Program Recidivism

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

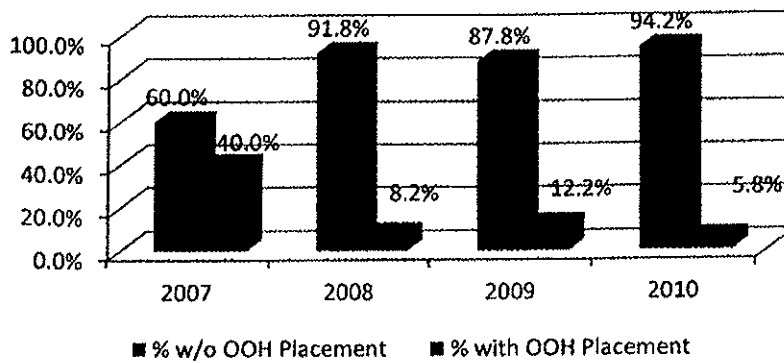


**Recidivism by Year**

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:

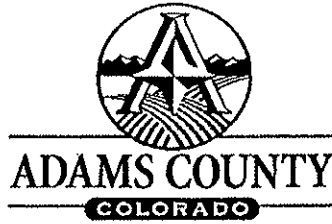
- Model 1-Assumes all of the YAP clients would have experienced placement post program involvement
- Model 2-Assumes 75% of the YAP clients would have experienced placement post program involvement
- Model 3-Assumes 50% of the YAP clients would have experienced placement post program involvement

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.



**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