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VisionQuest

TEXAS YOUTH COMMISSION
FAMILY REUNIFICATION PROGRAM
RFP# 694-11-0003

MARCH 29, 2011

VISIONQUEST NATIONAL, LTD

TEXAS YOUTH COMMISSION

FAMILY REUNIFICATION PROGRAM

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VisionQuest

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I. TRANSMITTAL COVER LETTER

March 29, 2011

Barbara Kelley
Texas Youth Commission
4900 North Lamar Blvd.
Austin, Texas 78751

**RE: FAMILY REUNIFICATION PROGRAM
RFP# 694-11-0003**

Dear Ms. Kelley:

VisionQuest National, Ltd. is pleased to submit this proposal and required attachments to implement a Family Reunification Program in the Counties of Dallas, Tarrant, Harris, and Bexar. VisionQuest's continuum of services will start while youth are in placement, providing three months of reintegration services. Allowing for an early discharge date, VisionQuest will then provide three months of Functional Family Therapy, followed by a visit from the Reintegration Worker to ensure that the family is connected to community resources.

VisionQuest's proposal seeks to maximize cost savings to TYC and at the same time, provide programming proven to produce results, including reduced recidivism. The proposed program is built on the concept of reducing residential lengths of stay by three months and using an evidence-based program that has consistently shown savings through cost-benefit analyses. By reducing every youth's residential length of stay by three months, TYC will save, on average, \$17,960 per youth (this is based on the response in the Q&A that the average residential cost is \$240 per day minus our cost for a six month program at \$3,640 per youth). In addition, by using the evidence-based, Blueprint model program, Functional Family Therapy, the Washington State Institute for Public Policy calculates a savings of \$31,800 per youth. The Washington State Institute for Public Policy is one of the premiere entities conducting cost-benefit analyses in the country. See Appendix A for a report that they published on cost savings for FFT.

VisionQuest's proposal could potentially save the state of Texas up to \$50,000 per youth while providing high quality services with proven outcomes.

VisionQuest is a 38-year-old organization that serves youth and families in eight states, by offering a range of community-based and residential treatment services – including reunification and in-home programs – for youth and their families involved with juvenile justice, child welfare, and behavioral health systems. Since 2002, VisionQuest has been certified by FFT, Inc. – the national organization that licenses the Functional Family Therapy model – to provide FFT within strict guidelines and

regulations. Currently, VisionQuest provides FFT in Pennsylvania, Florida, Arizona, and Maryland. And, since last year, VisionQuest has been delivering FFT in Harris County, Texas under contract with the Harris County Juvenile Probation Department, the Texas Youth Commission, and Systems of Hope – Child Protective Services, Harris County.

Consistent with TYC's Request for Proposal #694-11-0003 issued March 10, 2011 and the Amendment of Solicitation A-001 of March 22, 2011, VisionQuest's proposed program will include, but not be limited to the following features:

- ♦ youth will be referred to VisionQuest's proposed program six to seven months prior to expected discharge date from placement;
- ♦ VisionQuest will begin to provide services within 30 days of referral to prepare the youth for reunification with his/her family and reintegration into his/her community;
- ♦ services will be provided, via a Reintegration Worker, to the youth and his/her family for three months during residential treatment and will include collaboration with placement staff, assessment, monthly family contacts, monthly facility visits, and the development of an aftercare plan; this service will be based on the Intensive Aftercare Program promising practice model;
- ♦ after three months of reintegration services and three months prior to the youth's original discharge date, youth will be discharged from placement and into the care of VisionQuest;
- ♦ a transition meeting will be conducted with the youth, family, TYC representatives, the VisionQuest Reintegration Worker and the assigned VisionQuest Functional Family Therapist;
- ♦ Functional Family Therapy (FFT) will be provided in the youth's home for three months;
- ♦ the Reintegration Worker will meet again with the FFT Therapist, the youth, and their family and will prepare a discharge plan, ensuring that the youth and family are connected with community resources they will need to maintain stability.

We are very excited about implementing this model and, because we are currently providing services in Texas, start-up activities should conclude within a short period of time, enabling us to begin services on June 1, 2011.

Thank you for your consideration of this proposal. As the Point for Contact, please feel free to contact me if you have any questions or need additional information.

Sincerely,

Beth Ann Rosica, Ph.D.
Vice President
VisionQuest National, LTD
150 E. Pennsylvania Avenue, Suite 430
Downingtown, PA 19335


Fax – 610-269-0519
beth.rosica@vq.com

II. COMPANY INFORMATION

VisionQuest is incorporated in Arizona with two corporate offices:

VisionQuest – Eastern Corporate Office
150 E. Pennsylvania Avenue, Suite 430
Downingtown, PA 19335

Fax – 610-269-0519

VisionQuest – Western Corporate Office
600 North Swan Road
Tucson, AZ 85711

Fax – 520-881-3269

The primary contact for this proposal is Beth Ann Rosica, Ph.D., Vice President – Business Development, e-mail – beth.rosica@vq.com. Dr. Rosica is located at the Eastern Office in Downingtown, Pennsylvania.

VisionQuest is a for-profit, employee-owned, comprehensive national youth service organization. VisionQuest is an atypical for-profit with the bottom line being youth and families served – not financial gain or the prosperity of shareholders. Ownership is spread throughout the programs, giving all employees a stake in the company's success. This decision was a turning point that made preserving VisionQuest's legacy a primary part of the organization's business plan.

Presently, the organization's community-based and residential programs are located across the country in Arizona, Delaware, Florida, Maryland, New Jersey, North Carolina, Pennsylvania, and Texas. VisionQuest has been known consistently for serving a population that many providers do not have the experience or expertise to serve – dependent and delinquent adolescents with mental and behavioral health needs, families experiencing extensive dysfunction, youth with histories of delinquent and maladaptive behaviors, and youth needing treatment and services after experiencing trauma in their lives.

Since its founding in 1973, VisionQuest has built an extensive track record of providing innovative and effective therapeutic services that make a long-term difference in the lives of at-risk youth. Over its 38-year history, VisionQuest has cared for over 50,000 youth and families in residential and intensive community-based programs, transforming lives throughout the country. VisionQuest specializes in working with youth and families involved in the child welfare, juvenile justice, and behavioral healthcare systems.

VisionQuest's **mission** is to ensure that:

- ♦ *children and youth are safe, valued, and honored;*
- ♦ *families are respected and supported;*
- ♦ *staff are trained, supported, and appreciated; and*
- ♦ *communities are protected, impacted, and involved.*

VisionQuest has long embraced the use of evidence-based methods as a means of effectively responding to the needs of at-risk youth and families. To ensure that

VisionQuest's programs are the most effective in addressing the needs of at-risk youth, the organization incorporates demonstrated "best practices" in serving those referred. VisionQuest is committed to expanding the breadth and scope of evidence-based practices in programs for youth and families throughout the United States and is a founding member of the Association for the Advancement of Evidence-Based Practice (AAEBP), a national organization of innovative providers and collaborative evaluators promoting evidence-based programs and promising practices for children, youth and families (<http://advancingebp.org>). VisionQuest National is so committed to evidence-based practices that the Executive Director of AAEBP, Dr. Peter Greenwood, is on its Board of Directors and VisionQuest's Vice President of Business Development, Dr. Beth Ann Rosica, is on AAEBP's Board. Throughout its programming, VisionQuest offers such evidence-based practices as Functional Family Therapy (FFT), Cognitive Behavioral Therapy (CBT), Aggression Replacement Training (ART), and Ansell-Casey Life Skills.

VisionQuest is also certified in the Sanctuary Model® – a trauma-informed method of operations to provide a cohesive context within which healing from psychological and social traumatic experiences can be addressed (www.sanctuaryweb.com). It is a systems approach designed to facilitate the development of structures, processes, and behaviors on the part of staff, youth, and the community that can counteract the biological, affective, cognitive, social, and existential wounds suffered by youth in care. As a member of the Sanctuary Network, VisionQuest has joined in a national effort to develop standards of practice, share innovations, and develop certification standards for programs using the Sanctuary trademark. Sanctuary Network members also participate in evaluation projects that will take the Sanctuary model from an "evidence-supported" to an "evidence-based" practice. One point of utilizing a trauma-informed approach is to understand where challenging behavior comes from in order to develop effective ways to meet the needs of both dependent and delinquent youth. Programming is not blaming and punitive, but nurturing and supportive. Programming is not imposed by external factors, but is driven by forces internal to the youth themselves.

The proposed program will employ thirty-six staff in the following service areas:

- ♦ Dallas/Fort Worth (one office serving two Counties): 12
- ♦ Harris County (Houston office): 12
- ♦ Bexar County (San Antonio): 10

In addition, a Compliance Director will be hired to work with staff of all service areas and a Director of Operations will be assigned at 50% of time to oversee all sites and supervise the three Program Directors.

While VisionQuest will not subcontract with other organizations to provide the proposed services, VisionQuest will engage vendors to purchase specific items. Therefore, VisionQuest's completed HUB Plan and copies of notifications to HUB vendors is submitted as Appendix B.

III. EXECUTION OF OFFER – EXHIBIT A

NOTE: RESPONDENT SHALL COMPLETE, SIGN AND RETURN THIS SECTION WITH OFFER. FAILURE TO DO SO MAY RESULT IN DISQUALIFICATION OF THE OFFER.

By signature hereon, the Respondent certifies to the following Affirmation Clauses:

All statements and information prepared and submitted in the response to this RFP are current, complete and accurate.

He/she has not given, offered to give, nor intends to give at anytime hereafter, any economic opportunity, future employment, gift, loan gratuity, special discount, trip, favor, or service to a public servant in connection with the submitted response. Failure to sign the Execution of Offer or signing it with a false statement shall void the submitted Offer or any resulting contracts.

Neither the Respondent or the firm, corporation, partnership, or institution represented by the Respondent or anyone acting for such firm, corporation, or institution has (1) violated the antitrust laws of the State of Texas, under Texas Business and Commerce Code, Chapter 15, or the Federal antitrust laws; or (2) communicated the contents of this Proposal either directly or indirectly to any competitor or any other person engaged in the same line of business during the procurement process for this RFP.

Under Section 2155.006(b) of the Texas Government Code (TGC), a state agency may not accept a bid or award a contract including a contract for which purchasing authority is delegated to a state agency, that includes proposed financial participation by a person who, during the five-year period preceding the date of the bid or award, has been: (1) convicted of violating a federal law in connection with a contract awarded by the federal government for relief, recovery, or reconstruction efforts as a result of Hurricane Rita, as defined by Section 39.459, Utilities Code, Hurricane Katrina, or any other natural disaster occurring after September 24, 2005; or (2) assessed a penalty in a federal civil or administrative enforcement action in connection with a contract awarded by the federal government for relief, recovery, or reconstruction efforts as a result of Hurricane Rita, as defined by Section 39.459, Utilities Code, Hurricane Katrina, or any other natural disaster occurring after September 24, 2005. Under Section 2155.006 of the Texas Government Code, the bidder certifies that the individual or business entity named in this bid is not ineligible to receive the specified contract and acknowledges that any contract resulting from this RFP may be terminated and payment withheld if this certification is inaccurate.

Pursuant to Texas Government Code, Title 10, Subtitle D, Section 2155.004(a), the bidder has not received compensation for participation in the preparation of specifications for this solicitation. If Respondent is not eligible, then any contract resulting from this RFP shall be immediately terminated. Furthermore, "under Section 2155.004, Government Code, the vendor [Respondent] certifies that the individual or business entity named in this bid or contract is not ineligible to receive the specified contract and acknowledges that this contract may be terminated and payment withheld if this certification is inaccurate."

Under Family Code § 231.006, relating to child support obligations, Respondent and any other individual or business entity named in this solicitation are eligible to receive the specified payment and acknowledge that this contract may be terminated and payment withheld if this certification is inaccurate.

Any Proposal submitted under this RFP shall contain the names and social security numbers of person or entity holding at least a twenty-five percent (25%) ownership interest in the business entity submitting the Proposal.

Name: R. Leiber Burton Social Security Number: [REDACTED]

Name: VisionQuest Employee Stock Ownership Plan Social Security Number: N/A

Under Government Code §669.003, relating to contracting with an executive of a state agency, Respondent represents that no person who, in the past four years, served as an executive of the Texas Comptroller of Public Accounts, TYC or any other state agency, was involved with or has any interest in this Proposal or any contract resulting from this RFP. If Respondent employs or has used the services of a former executive head of TYC or other state agency, then Respondent shall provide the following information: Name of former executive, name of state agency, date of separation from state agency, position with Respondent, and date of employment with Respondent.

The following provision allows an agency to require criminal history background checks of contractor employees and subcontractors who have access to information resources technology of state agencies. Note that under Section 411.1405, Government Code, agencies must have a written policy that has been approved by the Office of the Attorney General relating to the use of background checks before such checks can be performed. If an agency has authority to require other types of background checks and wishes to perform those checks on contractors' employees, a contract provision to authorize such would be needed. Contractor's employees, applicants, interns and volunteers and the employees, applicants, interns and volunteers of Contractor's contractors identified by TYC as having access to State of Texas information resources and information resources technologies, as defined in Texas Government Code, 127 Section 411.1405, are subject to periodic criminal history record investigations performed by the Department of Public and the

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Federal Bureau of Investigation for TYC. Individuals whose criminal histories are determined by TYC to be unsatisfactory under the policy promulgated by TYC, and approved by the Office of the Attorney General shall not be allowed access to State of Texas information resources and information resources technologies and may, at the discretion of TYC be precluded from providing services through this Contract. Contractor shall reimburse TYC the cost of the criminal history background investigations.

TYC is federally mandated to adhere to the directions provided in the President's Executive Order (EO) 13224, Executive Order on Terrorist Financing – Blocking Property and Prohibiting Transactions With Persons Who Commit, Threaten to Commit, or Support Terrorism, effective 9/24/2001 and any subsequent changes made to it via cross-referencing respondents/service providers with the Federal General Services Administration's Excluded Parties List System (EPLS, <http://www.epls.gov>), which is inclusive of the United States Treasury's Office of Foreign Assets Control (OFAC) Specially Designated National (SDN) list. Contents of EO 13224 may be viewed by accessing the following website: <http://www.whitehouse.gov/news/orders/>.

Respondent certifies that the responding entity and its principals are eligible to participate in this transaction and have not been subjected to suspension, debarment, or similar ineligibility determined by any federal, state or local governmental entity and that Respondent is in compliance with the State of Texas statutes and rules relating to procurement and that Respondent is not listed on the federal government's terrorism watch list as described in Executive Order 13224. Entities ineligible for federal procurement are listed at: <http://www.epls.gov>.

Respondent agrees that any payments due under this contract will be applied towards any debt, including but not limited to delinquent taxes and child support that is owed to the State of Texas.

Respondent represents and warrants that the individual signing this Execution of Offer is authorized to sign this document on behalf of the Respondent and to bind the Respondent under any contract resulting from this Offer.

Pursuant to Section 2262.003 of the Texas Government Code, the state auditor may conduct an audit or investigation of the vendor or any other entity or person receiving funds from the state directly under this contract or indirectly through a subcontract under this contract. The acceptance of funds by the Respondent or any other entity or person directly under this contract or indirectly through a subcontract under this contract acts as acceptance of the authority of the state auditor, under the direction of the legislative audit committee, to conduct an audit or investigation in connection with those funds. Under the direction of the legislative audit committee, the Respondent or other entity that is the subject of an audit or investigation by the state auditor must provide the state auditor with access to any information the state auditor considers relevant to the investigation or audit. Respondent will ensure that this clause concerning the authority to audit funds received indirectly by subcontractors through the vendor and the requirement to cooperate is included in any subcontract it awards. Respondent certifies that it has not been an employee of Texas Youth Commission within the last twelve (12) months.

Pursuant to Chapter 2260 of the Texas Government Code, any dispute arising under a contract for goods and services for which this chapter applies must be resolved under the provisions of this chapter.

By signing this bid, bidder certifies that if a Texas address is shown as the address of the bidder, bidder qualifies as a Texas Resident Bidder as defined in Texas Administrative Code, Title 34, Part 1, Chapter 20.

Any terms and conditions attached to a solicitation will not be considered unless specifically referred to on this solicitation by submitting a Document identified as Vendor "Terms and Conditions" and listing any exception which is taken. Vendor "Terms and Conditions" may result in qualification.

RESPONDENT (COMPANY): VisionQuest National, LTD

SIGNATURE (INK): _____

NAME (TYPED/PRINTED) Beth Ann Rosica, Ph.D.

TITLE: Vice President – Business Development DATE: March 29, 2011

STREET: 150 E. Pennsylvania Avenue, Suite 430

CITY/STATE/ZIP: Downingtown, PA 19335

TELEPHONE AND FACSIMILE NO.: [REDACTED] Fax -610-269-0519

PAYEE IDENTIFICATION NUMBER: _____ N/A _____ or

FEDERAL TAXPAYER IDENTIFICATION NUMBER: [REDACTED]

VISIONQUEST NATIONAL, LTD
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IV. PRICING SCHEDULE AND SERVICE AREA

THERE IS NO GUARANTEE NUMBER OF REFERRALS.

This is a firm price fee for service contract. Payments to Provider will vary depending on number of actual referrals or participants.

OPTION #1 – WRAPAROUND SERVICES

FIXED RATE PER DAY PER YOUTH: N/A

OPTION #2 – FAMILY REUNIFICATION PROGRAM

FIXED RATE PER DAY PER YOUTH: \$19.95 per day per youth

I am proposing to provide services listed in our proposal at the following locations:

TYC Institution TYC Halfway House TYC Parole or District Office In Youth’s home

At Specific Service locations identified in our proposal.

I am proposing to provide services for the following counties, to be defined as my “Service Area”.

WRAPAROUND SERVICES PROGRAM

FAMILY REUNIFICATION

 n/a

 Dallas/Fort Worth Counties

 n/a

 Harris County

 n/a

 Bexar County

A full budget with budget justifications is attached in Appendix C.

PLEASE NOTE: While VisionQuest is proposing to serve a total of 350 youth at any one time and 700 youth a year in the above service areas, more youth could be served if requested by TYC.

V. COMPANY EXPERIENCE AND QUALIFICATIONS

In 1973, VisionQuest’s founders set out to change the way the needs of “troubled” teens were addressed in the U.S.A. Instead of locking young people away in institutions at a highly impressionable time in their lives, VisionQuest envisioned providing youth with a healthy environment surrounded by positive role models, common sense, direction, and opportunities for growth and success. Today, by focusing on community-based programming, the organization pursues this vision in ever broadening and deepening ways, by adhering to the highest professional standards in providing innovative

intervention services for at-risk youth and families. Presently, the organization's residential and community-based programs are located for youth and families in eight states. Current therapeutic programs, which are provided to youth in placement, to youth and their families when they return home from placement or incarceration, and to youth and families to prevent initial detention or out-of-home placement, include:

- ♦ in-depth long-term behavioral health residential treatment programs;
- ♦ short-term, 90-day intensive residential programming;
- ♦ gender specific programming for both boys and girls;
- ♦ academic and vocational programs;
- ♦ transitional and independent living community group homes;
- ♦ alternative detention programming;
- ♦ high impact and equine therapy programming;
- ♦ intensive family-based in-home and center-based programs; and
- ♦ such evidenced-based practices as:
 - Functional Family Therapy;
 - Cognitive Behavioral Therapy;
 - Aggression Replacement Training;
 - Ansell-Casey Life Skills; and
 - Seven Challenges (for youth with substance abuse issues).

Since its inception, VisionQuest has always served the “tough kids” – consequently, the organization has developed a full complement of policies and procedures that envelop the challenges of crisis management and working with teenagers and their families. In providing services for youth and families, VisionQuest focuses on the following principles:

- ♦ a client-centered, family-focused, and community-based approach;
- ♦ building relationships based on mutual respect;
- ♦ building and maintaining partnerships with youth, families and communities with the involvement of all in the identification of needs and goals;
- ♦ relating a youth's actions to outcomes;
- ♦ integrating, coordinating and advocating for a youth throughout a continuum of care;
- ♦ service brokerage and linkage to social systems;
- ♦ adherence to Child and Adolescent Service System Program (CASSP) principles;
- ♦ developing on-going relationships;
- ♦ creative problem-solving;
- ♦ cost effectiveness;
- ♦ building upon strengths and assets;
- ♦ graduated responses and positive incentives;
- ♦ positive adult mentoring and role-modeling;
- ♦ formalized assessments (e.g., psychological/psychiatric/social/biological/educational assessments); and
- ♦ follow up with youth, families, and professionals involved in the families' lives.

In operating programs in eight states, VisionQuest has contracts with numerous state agencies; child welfare, juvenile justice, and behavioral healthcare entities; managed care companies; county offices; and school districts. In so doing, VisionQuest has a broad infrastructure in place to manage a wide breadth of programming and various contractors' requirements.

VisionQuest's programs have been studied and evaluated by numerous agencies and organizations, including the Rand Corporation, the University of Pennsylvania Center for the Study of Youth Policy, The Crime and Justice Research Institute in Philadelphia Program Development and Evaluation System (ProDES), Pennsylvania Juvenile Court Judges Commission, State of California Auditor General's Office, and the Allegheny County, Pennsylvania court system. These studies have consistently found VisionQuest to be an innovative, cost-effective approach that significantly impacts those youth who are often the hardest to reach. VisionQuest's work with troubled teens has been cited as an effective program in the Guide for Implementing the Comprehensive Strategy for Serious, Violent, and Chronic Juvenile Offenders (May, 1995, Office of Juvenile Justice and Delinquency Prevention, U.S. Department of Justice), and as a program that is successful in preventing and treating juvenile delinquency in What Works: Promising Interventions in Juvenile Justice (1994, Office of Juvenile Justice and Delinquency Prevention, U.S. Department of Justice). VisionQuest's unique approach has ignited interest worldwide and has been profiled in articles, publications, and film documentaries produced by numerous nations.

VisionQuest specializes in providing reintegration services for youth, beginning while the youth are in placement and after they return to their families and communities. In fact, the State Reintegration Program that VisionQuest implements in the Commonwealth of Pennsylvania is a promising practice model through the Office of Juvenile Justice and Delinquency Prevention that is designed after Dr. David Altschuler's Intensive Aftercare Program Model (IAP) (<http://www.ncjrs.gov/pdffiles/juvpp.pdf>).

VisionQuest has also developed a high level of expertise in implementing Functional Family Therapy (FFT) and has been certified by FFT, Inc. since 2002. Currently, VisionQuest implements FFT in Pennsylvania, Florida, Arizona, and Maryland. In the beginning of 2010, VisionQuest began providing FFT in Harris County, with an office in Houston. Now, with nine FFT staff, VisionQuest provides services to a maximum capacity of 96 to 100 youth/families at any one time under contract with the Texas Youth Commission, Harris County Juvenile Probation Department, and Systems of Hope (division of Child Protective Services of Harris County). From February 2010 through February of 2011, there was a 76% positive discharge rate.

VisionQuest has maintained a very positive working relationship with FFT, Inc. that has enabled the organization to continue to increase its provision of Functional Family Therapy throughout the country. A support letter from FFT, Inc.'s CEO, Doug Kopp, is included in Appendix D.

VI. COMPANY REFERENCES

The following individuals are familiar with VisionQuest's services provided in Houston, Texas and can be reached as references:

1. Contracts with VisionQuest for Functional Family Therapy in Harris County
Dr. Diana Quintana
Deputy Director, Residential and Behavioral Services
Harris County Juvenile Probation Department
1200 Congress Street
Houston, TX 77002
E-mail: diana.quintana@hchd.net
Phone: 281-224-2600
2. Contracts with VisionQuest for Functional Family Therapy in Harris County
Aaron Williams
Unit Manager
Texas Youth Commission
Houston District Office
10165 Harwin 180
Houston, Texas 77036
E-mail: aaron.williams@tyc.state.tx.us
Phone: 281-942-4215
3. Contracts with VisionQuest for Functional Family Therapy in Harris County
Lauren Moore
Community Resource Coordination Groups (CRCG) Coordinator
Harris County Systems of Hope
6300 Chimney Rock Road
Houston, TX 77081
E-mail: lauren.moore@cps-hcx.net
Phone: 281-295-2518
4. Contracts with VisionQuest for State Reintegration Services in Pennsylvania
Karen Kern
Bureau of Juvenile Justice Services
Office of Children, Youth and Families
Pennsylvania Department of Public Welfare
1401 North 7th Street
4th Floor, Bertolino Building
Harrisburg, PA 17105
E-mail: karen.kern@state.pa.us
Phone: 717-787-7754

5. Mike Noyes, Ph.D.
Dallas County Community Supervision and Corrections Department (CSCD)
Frank Crowley Courts Building
133 N. Riverfront Boulevard – 9th Floor
Dallas, Texas 75207
E-mail: mike.noyes@dallascounty.org
Phone 4-653-5300

6. Letter enclosed in Appendix C from:

Doug Kopp
Chief Executive Officer
FFT, Inc.
1251 NW Elford Dr.
Seattle, WA 98177

dkopp@msn.com
206-409-7198

VII. STAFFING PLAN

The proposed program will utilize a half time Director of Operations and a full-time Compliance Director to work with all of the three program sites, serving four counties. The staffing plan for each of the service areas is as follows:

Dallas/Fort Worth, serving 125 youth at any one time/250 different youth a year:

- ♦ Program Director (1)
- ♦ Site Supervisor (1)
- ♦ Administrative Assistant (1)
- ♦ Reintegration Worker (5); caseload size 25 youth/families at any one time
- ♦ FFT Therapist (4); caseload size 12 youth/families at any one time

Harris County, serving 125 youth at any one time/250 different youth a year.

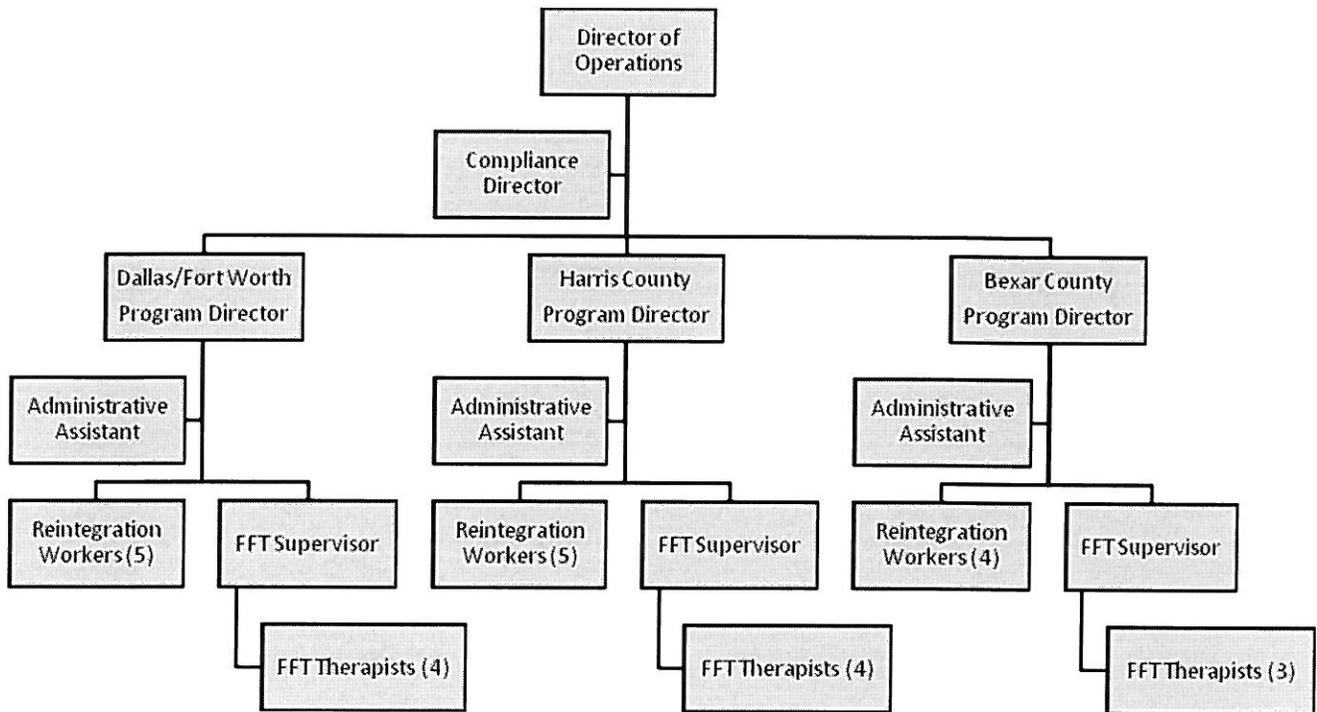
- ♦ Program Director (1)
- ♦ Site Supervisor (1)
- ♦ Administrative Assistant (1)
- ♦ Reintegration Worker (5); caseload size 25 youth/families at any one time
- ♦ FFT Therapist (4); caseload size 12 youth/families at any one time

Bexar County, serving 100 youth at any one time/200 different youth a year.

- ♦ Program Director (1)
- ♦ Site Supervisor (1)
- ♦ Reintegration (4); caseload size
- ♦ Reintegration Worker (4); caseload size 25 youth/families at any one time
- ♦ FFT Therapist (3); caseload size 12 youth/families at any one time

Job Descriptions of all positions, delineating duties and qualifications are included in Appendix E.

The overall organizational structure for the proposed program is as follows:



VisionQuest’s corporate national and state configuration provides a strong management structure to support the successful delivery of its direct service programs throughout the United States, including Texas. This structure, which provides fiscal and management accountability for numerous government contracts, includes the following components that are interspersed with staff who directly oversee operations in Texas:

- ♦ the Executive Team, consisting of the Chief Executive Officer and Chief Operating Officer of the corporation, provides overall planning, development, quality assurance and delivery of all treatment services to youth;
- ♦ the Quality Assurance Department maintains compliance with the standards of care required by state licensing authorities and accrediting bodies, measures outcomes and directs an evaluation process within all program locations to assure conformance to the highest professional standards;
- ♦ the Administrative Department is responsible for contract development and compliance, insurance issues, and management information systems;

- ♦ the Finance Department is responsible for financial planning and control, developing and maintaining accounting records and accounting systems, cash and debt management and credit relationships;
- ♦ the Human Resource Department recruits and hires employees, maintains personnel policies, and promotes positive work relationships; and
- ♦ the Information Technology (IT) Department is responsible for providing communications-related equipment and data services support for all VisionQuest programs and departments.

These functional divisions at the national level provide direct support to ensure compliance and quality of service delivery at the local level. The national staff act primarily as consultants and advisors, while the majority of control over day-to-day operations resides with those most closely involved with the program at the community level. To ensure that all programs adhere to the highest professional standards, VisionQuest's National Quality of Care Department audits, evaluates, and monitors all aspects of local service delivery. This includes continuous review of treatment processes, youth rights, behavior management, personnel, administration, physical plant, programming, safety, and education to ensure compliance with all policies, procedures, contractual requirements, applicable local, State and Federal laws, as well as Quality Assurance Standards.

VIII. SAFETY PLAN FOR IN-HOME SERVICES

In the event that a youth or family member begins to become aggressive during a session, several measures will be taken to assist in de-escalating the situation. Manual restraints will not be used in the FFT program. In order to minimize the occurrence of such behaviors, the following procedures will be followed:

- ♦ The initial referral will include information pertaining to past and/or potentially violent or aggressive behavior. Such information will be triaged by the FFT Therapist during preliminary conversations with the family and during intake. Staff will have a healthy sense of caution around the following: evidence of substance abuse, presence of weapons, crowds of unknown people, and evidence of gang activity in client homes. FFT staff will be required to make on the spot safety decisions; this may necessitate leaving a session at times.
- ♦ In the event that a family member is clearly under the influence of drugs or alcohol during a home visit and the staff member is unsafe as a result, the staff will end the session.
- ♦ In order to help prevent situations from escalating in the home, the FFT Therapist will have regular phone contact with the family prior to each session. During these calls, the FFT Therapist will listen for signals and cues that a family member may be frustrated or be at risk of escalating aggressive behaviors. If this is the case, then the therapist will develop a plan to prepare for the potential of escalating

behaviors during the session. If the next session is scheduled in several days, the therapist may move the session up to help address the issues more quickly and prevent a potentially unsafe situation.

- ♦ The FFT Therapist will receive de-escalation training during their orientation to VisionQuest. During individual clinical supervision from a licensed mental health professional, the therapist will receive ongoing instruction on specific interventions to be used and will continue to understand how their behavior as a therapist impacts their clients' behavior. Behavioral sequential interventions used to de-escalate the situation may include:
 - non-verbal techniques, such as respect for one's personal space;
 - utilizing calm paraverbal communication with positive correction and verbal direction such as speaking in low tones, maintaining neutral affect, validating concerns, and identifying triggers and coping mechanisms;
 - alleviating anxiety by being supportive, reassuring, and utilizing empathic listening techniques;
 - confronting defensiveness by being directive, setting limits, and presenting consequences, while giving youth/family members the understanding that they have a choice in how they behave;
 - allowing verbal aggressor to "wear themselves out" and not feeding into the behavior by confronting or challenging what is being said that would result in the escalation of the situation;
 - re-establishing positive communication after the family member has calmed down, debriefing with the family to identify triggers and appropriate responses in order to avoid similar situations in the future.
- ♦ The FFT Therapist will be trained in techniques that will help youth and families reduce negativity and blame. These techniques will create a sense of hopefulness and the hope that things will improve. This is a form of de-escalation which will be consistently reinforced throughout all of the phases of FFT.
- ♦ In the event that none of the strategies identified above result in de-escalation and a family member is threatening and/or continually aggressive towards the FFT Therapist and/or other family members resulting in a potentially unsafe situation, or the family member is a danger to him/herself or others, the FFT staff will leave the home and contact the local crisis hotline and/or 911.
- ♦ If the family experiences a crisis during traditional "after hours", they will have the cell phone number of their Therapist to call in the event of an emergency so that the Therapist will be able to appropriately intervene. During intake, the Therapist will have also given the family phone numbers to call for crisis situations (e.g., domestic violence hotline, child abuse hotline, suicide hotline, rape crisis, poison control, etc.) and will have been told to call 911 in the event of a police emergency.

IX. NAME AND DESCRIPTION OF TREATMENT PROGRAM

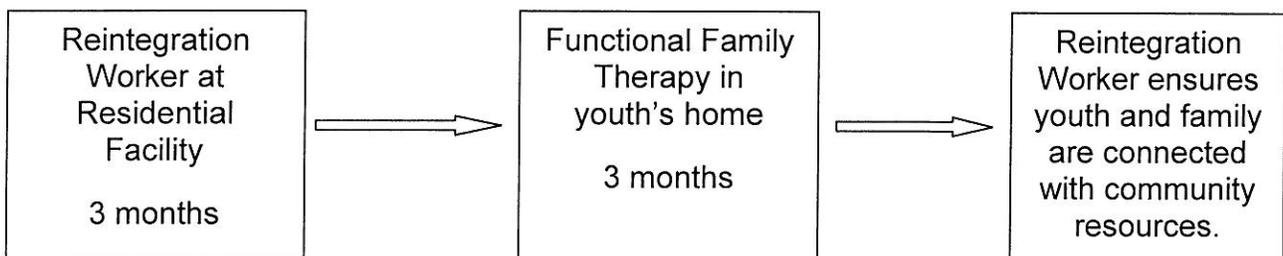
The proposed program will provide a continuum of services for both female and male youth, ages 10 to 19, and their families. The goals of the proposed program will be to:

- ♦ reduce youth's stay in a residential facility;
- ♦ reduce recidivism;
- ♦ improve behavior/emotional functioning of the youth and family members;
- ♦ Improve parent and family functioning; and
- ♦ reduce the overall service cost to the Texas Youth Commission.

Expected outcomes of this program, consistent with the TYC's outcomes will be:

- ♦ 50% of youth receiving services will not reoffend or be revoked while on parole;
- ♦ 50% of youth who successfully complete the program will not reoffend or be revoked within twelve months of service completion;
- ♦ 35% of youth who successfully complete the services will see a reduction in one or more risk factors; and an increase in one or more of their protective factors via the Community Positive Achievement Change Tool (C-PACT).

The design of the program can be illustrated as follows:



While discussed in the Transmittal Letter, it must be stressed that the proposed program will significantly decrease the cost to the Texas Youth Commission, while also facilitating positive outcomes within a shorter period of time so youth are not separated from their family and community for more time than is absolutely necessary.

VisionQuest's proposal seeks to maximize cost savings to TYC and at the same time, provide programming proven to produce results, including reduced recidivism. The proposed program is built on the concept of reducing residential lengths of stay by three months and using an evidence-based program that has consistently shown savings through cost-benefit analyses. By reducing every youth's residential length of stay by three months, TYC will save, on average, \$17,960 per youth (this is based on the response in the Q&A that the average residential cost is \$240 per day minus our cost for a six month program at \$3,640 per youth). In addition, by using the evidence-based, Blueprint model program, Functional Family Therapy, the Washington State Institute for Public Policy calculates a savings of \$31,800 per youth. The Washington State Institute

for Public Policy is the one of the premiere entities conducting cost-benefit analyses in the country. See Appendix A for a report that they published on cost savings for FFT.

VisionQuest's proposal could potentially save the state of Texas up to \$50,000 per youth while providing high quality services with proven outcomes.

REINTEGRATION SERVICES

VisionQuest will receive a referral seven months prior to a youth's anticipated discharge date. Within 30 days of the referral, a Reintegration Worker will begin to provide services for the youth and his/her family while the youth is still in placement. Concurrent with the services provided to the youth in placement, services will be initiated with the family to ensure that there is a sustainable and safe environment for the youth when discharged. The following services will be provided over this initial three-month time span:

- ♦ collaboration with facility's staff;
- ♦ assessment of youth/family's needs;
- ♦ monthly family contacts;
- ♦ monthly facility visits; and
- ♦ the development of an aftercare plan.

VisionQuest has been a pioneer in providing reintegration services for young offenders and has been part of the Philadelphia Reintegration Program since 2004, spearheaded by the MacArthur Foundation's Models for Change initiative. During this period, VisionQuest has combined its years of experience in treating young offenders with the realities of ensuring that youth return to their home communities as productive citizens. With this experience in providing reintegration services, VisionQuest has created the right mix of residential and community-based services that meet the requirements of Balanced And Restorative Justice, while at the same time, ensuring that youth are successful in meeting their goals. In 2009, with funding from the Commonwealth of Pennsylvania, VisionQuest expanded its programming and now provides reintegration services throughout the entire state using a model based on the Intensive Aftercare Program (IAP), a promising practice through the Office of Juvenile Justice and Delinquency Prevention. In providing reintegration services for seven years, VisionQuest has "ironed out all the kinks" and knows how to successfully provide services for youth and families within a facility that it does not operate and understands the general needs and conflicts experienced by youth and families before, during, and after placement. Consequently, VisionQuest has developed the expertise to operate successful reintegration services.

FUNCTIONAL FAMILY THERAPY

After three months of reintegration services provided while the youth is still in placement, and three months prior to the youth's original discharge date, youth will be discharged from placement into VisionQuest's care, thereby reducing the youth's time in

placement as well as significantly reducing the cost to the TYC. A transition meeting will be conducted with the youth, family, TYC representatives, the VisionQuest Reintegration Worker and the assigned VisionQuest Functional Family Therapist to ensure a seamless transition into the next step of the program. The youth and family will then receive three months of Functional Family Therapy (FFT), provided in the youth's home.

When the family successfully graduates from FFT, the Reintegration Worker will meet again with the FFT Therapist, the youth, and their family and will prepare a discharge plan, ensuring that the youth and family are connected with community resources they will need to maintain stability.

VisionQuest is currently providing FFT in Harris County and proposes to expand services in Houston as well as initiate services in Dallas/Tarrant County (located in the Dallas/Fort Worth area); and Bexar (located in San Antonio). If awarded a contract by the TYC as a result of this proposal, this expansion will occur through a smooth transition due to the fact that the organization has been implementing Functional Family Therapy for seven years and has developed the expertise to initiate, staff, and operate a successful FFT program. There has been a learning curve in terms of knowing which types of youth and families are most appropriate for this program and are most likely to succeed. VisionQuest has also become skilled in recruiting and hiring staff that are the best fit with FFT's programmatic requirements. Because of its intensity and prescribed practices, FFT is a difficult program to implement, specifically in the start-up phase. VisionQuest has experienced difficulties that have resulted in previous FFT programs being slow in their beginning stages – one of VisionQuest's FFT programs has even experienced a full turnover in staff. While some may see this history as a negative, VisionQuest's new initiatives will greatly benefit as the organization has already experienced start-up problems and "growing pains" and has learned how to prevent those in new start-ups. VisionQuest is so committed to the FFT model that it has taken formal steps to expand into new communities. Richard Berry, VisionQuest's Administrator Director of FFT, has been designated to oversee the initiation of new sites, including hiring staff, developing written policies and procedures that are specific to the site, and initiating effective working relationships with the funding and referral sources.

FFT is an outcomes driven systems based model of intervention/prevention that incorporates various levels of the client's interpersonal cognitive, emotional, and behavioral experiences. Also addressed are intrapersonal perspectives that focus on the family and other systems that impact the youth and his/her family system. FFT is a strengths-based model of intervention that emphasizes the capitalization of the resources of the youth, their family, and those of the multiple systems involved. Its purpose is to foster resilience and ultimately decrease incidents of disruptive behavior for the youth. More specifically, some of the goals of the service are to: reduce intense/negativistic behavioral patterns; improve family communication, parenting practices, and problem-solving skills; and increase the family's ability to access community resources.

The FFT model of intervention/prevention is based on three core principles for understanding the clients who are served, the problems with which the youth and families are faced, and the process of providing therapeutic services. These core principles can generally be defined as follows:

- ♦ *Core Principle One – understanding clients:* the therapist comes to understand the youth and his/her family in terms of their strengths on an individual, family system, and multi-systemic level;
- ♦ *Core Principle Two – understanding the client systemically:* the therapist conceptualizes the youth's behaviors in terms of their biological, relational, family, socioeconomic, and environmental etiology; subsequently, the therapist assesses the youth's relationships with family, parents, peers, school, and environment and how these roles/relationships contribute to the maintenance and change of problematic behaviors; and
- ♦ *Core Principle Three – understanding therapy and the role of the therapist as a fundamentally relational process:* the therapist achieves a collaborative alliance with the youth and family that subsequently ensures that the therapy is systematic and purposeful while maintaining clinical integrity; the therapist follows the model, but also responds to the emotional processes (needs/feelings/behaviors) that occur in the immediacy during clinical practice.

On average, a youth/family will receive FFT for approximately three months. Over the course of this period, the therapist will work with the family in 12 to 15 one to two-hour sessions for less severe cases and up to 20 one to two-hour sessions for youth with more substantial acting-out behaviors. The frequency of the sessions will vary on a case-by-case basis over the course of the treatment; sessions could occur daily to weekly as needed. Services will occur in the family's home or community and at times that are convenient for the family members. Direct services will also include telephone calls and meetings with community resources.

VisionQuest's FFT services are carried out within the context of three distinct phases, consistent with the licensed FFT model. Each phase will consist of an assessment, goal-setting, and intervention component; all services rendered will be carried-out based upon the theoretical framework of the three core principles: understanding clients; understanding the client systemically; and understanding therapy and the role of the therapist as a fundamentally relational process. The three phases through which VisionQuest's proposed FFT program will be provided include:

- ♦ *Phase One: Engagement and Motivation* maximizes factors that enhance intervention credibility while minimizing factors likely to decrease credibility through the utilization of techniques that address maladaptive perceptions, beliefs, and emotions. Phase One focuses on assessing the families' strengths, identifying areas to improve upon, and setting goals for the family. During this initial phase, FFT applies reattribution/ reframing and other specific techniques that help to: build a collaborative alliance between the therapist and the family;

reduce negativity and blame within the family system; secure buy-in by the family and ensure that each member is focused on the presenting problem; and foster the expectation that positive change will occur for the family.

The assessment focus of Phase One includes the identification of the presenting problems, risk and protective factors, the relational problems, and the context in which they occur.

- ♦ *Phase Two: Behavior Change* utilizes concrete behavioral interventions to guide and model specific behavior changes. The FFT Therapist applies individualized, developmentally, and culturally appropriate techniques to guide interventions. Tools used could include communication training, specific tasks and technical aides, basic parenting skills, and contracting responses-cost techniques. The goals of this phase are to reduce risk patterns on both the individual and family level; develop and implement individualized change plans; change presenting delinquency behaviors; and build relational skills.

The assessment focus of this phase includes the monitoring of the quality of relational skills, compliance with behavior change plan, and relational problem sequence. The interventions should be designed to match the relational patterns of the family system and be manageable in the context of the family and the multiple systems in which they function.

- ♦ *Phase Three: Generalization* is guided by the need to apply positive changes to other problem areas and/or situations with the FFT Therapist helping families maintain change and prevent relapses. Generalization of change occurs when families are able to use newly acquired skills and apply them to new problems within the family system and within the greater systems in which they function. Goals for this phase are to: maintain and generalize change, prevent relapses, and provide community resources necessary to support change.

The assessment focus of this phase includes the identification of community resources needed and maintenance of the positive changes.

The youth and families served will have complex needs that will require a wide range of resources and supports. Partnering with other agencies and institutions is essential to effectively meeting these needs. All VisionQuest programs across the United States work closely with other local service providers, businesses, and public institutions to ensure that youth served and their family members have the full range of support needed to ensure long-term stability and success.

In the other places where VisionQuest provides Functional Family Therapy, the organization has been successful in collaborating with local organizations to facilitate a plethora of resources made available to youth and families served. These partners have included, but have not been limited to: AA, ACT Center, Ala-Non, Ala-Teen, NA, Big Brothers and Big Sisters, Boy Scouts of America, Catholic Charities, Centers for Women, behavioral health entities, Girls Scouts, Girls, Inc., Goodwill, Offices of Public

Defenders, Workforce Investment Boards, vocational rehabilitation agencies, and a full range of social service, recreational, and cultural resources. VisionQuest's FFT staff have proven to have enhanced their community ties by being active members of many local and regional boards, councils and committees.

TREATMENT PLANNING

The treatment plan will be developed by the Treatment Team (which includes the youth/family) based on the behaviors at referral and the goals of the youth and family. The treatment plan will be discussed, documented by the FFT Therapist, and signed by the caregiver and the youth (if 14 or older). Individual goals will be established at the beginning of treatment. Progress notes, entered by the FFT Therapist, will reflect the youth's/family's progress toward those goals. According to FFT principles, the development of phase specific assessment, goals, and interventions will be tailored to the youth's and family's strengths, and will be based on their individualized situations.

In the FFT model, emphasis is placed on measuring outcomes that are specific to each youth/family. There are four domains of assessment used to monitor progress towards the goals as delineated in the treatment plan:

- ♦ *Client assessment*...presents individual and family behaviors, functioning, strengths, and needs in order to enhance clinical judgment;
- ♦ *Adherence assessment*...identifies the adherence to the FFT model and aids in supervision and monitoring of clinical decisions;
- ♦ *Outcome assessment*...evaluates the behavioral changes of the youth, positive changes in family functioning, and achievement of goals as delineated in the treatment plan; and
- ♦ *Case Monitoring and Tracking*...documents all client contacts, outcomes of contacts, and progress of case and monitors practice and service delivery.

DISCHARGE PLANNING

The discharge planning process will begin at admission, to include the identification of potential transition needs of the youth and family as part of the treatment plan. VisionQuest's FFT Therapist will be responsible for identifying any transition needs of the youth and family and will document such needs in the progress notes throughout the duration of treatment.

A plan for discharge will be completed during the Generalization Phase of FFT. The FFT Therapist will establish a discharge plan that supports the criteria related to individualized issues identified on the treatment plan and the continued improvement made by the youth and family during FFT services. The FFT Therapist will also establish appropriate referrals to other community mental health, support group, social service, and substance abuse agencies within one week of discharge.

YOUTH INTEGRATION INTO THE COMMUNITY

FFT focuses on fostering resilience for youth and families and capitalizing on resources within those families and within the multiple systems in which they live. Thus, in order to achieve generalization and effectively meet their goals, youth and families will need to demonstrate their ability to utilize resources within the community and demonstrate integration prior to discharge.

VisionQuest's proposed FFT program will be provided in the community where the youth and families reside. The therapy sessions will focus on the full integration of the youth into the community, the home, and their school. Issues such as school attendance, peer relationships, recreation, and leisure time will be an integral part of the discussions with the child and their family. Therapy sessions will be held primarily in the home and occasionally may be held in local community centers, churches, or other convenient locations.

FFT will be used both as a preventive program to avoid further involvement within the child welfare and/or juvenile justice systems and as aftercare when youth return from a residential program. When FFT is used as an aftercare component from a residential program, community reintegration will be a key focus. The FFT process will begin while the youth is in the last month of the residential program and will support the youth and family throughout the difficult transition from placement to home.

CULTURAL COMPETENCY

As a well researched model, FFT is highly attuned to the importance of ethnicity and culture as they impact clients' treatment. Cultural values and concerns are addressed in the context of the family and the multiple systems which influence the intervention. Cultural sensitivity is an integral part of understanding the child and family from a systems perspective.

VisionQuest seeks to hire therapists who match the cultural and ethnic backgrounds of the clients they serve. Therapists are recruited locally from the community in which the families live so that they can truly understand the environment, values, and backgrounds of the families in FFT. VisionQuest's FFT staff also receive extensive cultural competency training through FFT, Inc. and through in-service opportunities.

DATA MANAGEMENT, MONITORING, AND OUTCOME MEASUREMENT

As with VisionQuest's other FFT Therapists, FFT Therapists in the proposed program will become proficient with the utilization of the Clinical Services System (CSS) – an implementation tool developed by FFT, Inc. that allows therapists to track the activities essential to successful program implementation. These activities include accurate progress notes, completion of assessment instruments in a timely manner, and detailed reporting that identifies family changes and successful achievement of outcomes.

In addition to the outcomes collected by FFT, Inc., the following data will be measured:

- ♦ number of youth and families successfully completing the program;

- ♦ average number of contacts per month per family both in-home and in placement;
- ♦ recidivism rate for FFT participants; and
- ♦ tracking of juvenile justice involvement of siblings.

STAFF TRAINING AND SUPERVISION

VisionQuest contracts with FFT, Inc. to provide training and clinical supervision of the staff. In addition, the FFT Therapists for the proposed program will be required to complete initial orientation training with VisionQuest. Ongoing training will be scheduled on a regular basis and additional supervision and support will be available from VisionQuest's Administrator of FFT. The FFT Therapists will also participate in an on-site clinical introduction that will cover the core constructs, phases, and assessment and intervention techniques of FFT. Didactic materials will be used and will include handouts and videotape examples.

The FFT Therapists will participate in a weekly one-hour clinical phone supervision consultation with the FFT team that will be facilitated by FFT, Inc.'s clinical consultant. Supervision will focus on individual case assignment and adherence to the FFT model. The FFT Therapists will also participate in a weekly one-hour administrative team meeting with specific focus on quality assurance, model adherence, training, and community partnerships.

The FFT Therapists will participate in three designated on-site two-day follow-up training sessions with a specific focus on the FFT phases and implementation issues and processes and a two-day off-site team training session with a specific focus on program development.

X. QUALITY ASSURANCE

In order to maintain the highest standards throughout VisionQuest, an internal cross-program evaluation and compliance system called the Comprehensive Centering Review for Continuous Quality Improvement (CQI) has been developed and implemented throughout the company. Program review data is collected and compiled three times a year, and then used to identify best practices and areas needing improvement. Upon completion of the evaluation, programs are rated and a summary report is reviewed with program team members. Accomplishments are recognized; program weaknesses require a written corrective action plan which is reviewed and monitored by VisionQuest's Executive Vice President.

VisionQuest also ensures compliance and excellence through an ongoing CQI process at the program level. At each program site, a multidisciplinary management team meets weekly to perform a systematic analysis of program operations and to plan strategic improvements. A Monthly Team Report is developed for all programs that includes standardized measures related to safety and other quality assurance parameters. VisionQuest's Executive Vice President meets with each program's leadership to review the report and areas for improvement.

To monitor the quality of its service delivery and meet the requirements of contracting entities, VisionQuest has developed and maintains a nationwide youth information and tracking system. Information is maintained and shared through the use of an extensive computer system developed and maintained by the staff of VisionQuest's in-house Information Technology Department. Computers are linked through local and wide area networks with a Voice over Frame Relay network.

A copy of VisionQuest's Quality Assurance and Performance Improvement Plan is included as Appendix G.

EVIDENCE-BASED JUVENILE OFFENDER PROGRAMS: PROGRAM DESCRIPTION, QUALITY ASSURANCE, AND COST

The following is a list of six juvenile offender programs that have been identified by the Washington State Institute for Public Policy (Institute) as evidence-based.¹ Each program listing contains a brief description, information regarding quality assurance, program cost per participant, and a list of the research citations used in the Institute's analysis.

Functional Family Therapy (FFT)

Program Description: FFT is a structured family-based intervention that uses a multi-step approach to enhance protective factors and reduce risk factors in the family. Functional Family Therapy is a Blueprint program identified by the University of Colorado's Center for the Study and Prevention of Violence. Trained FFT therapists have a caseload of ten to 12 families, and the intervention involves about 12 visits during a 90-day period.

Quality Assurance: FFT Inc. is the organization that owns the intervention and trains and clinically supervises the therapists. FFT meets a standard of scientific evidence which provides a high degree of confidence that FFT will reduce recidivism if properly implemented. Jeff Patnode, of the Juvenile Rehabilitation Administration (JRA), is the FFT expert for Washington State.

Program Cost: \$2,325

Benefits Minus Costs: \$31,821

Research Citations:

- Alexander, J. F. & Parsons, B. F. (1973). "Short-term behavioral intervention with delinquent families: impact on family process and recidivism." *Journal of Abnormal Psychology* 81(3): 219-225.
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- Klein, N. C., Alexander, J. F., & Parsons, B. V. (1977). "Impact of family systems intervention on recidivism and sibling delinquency: A model of primary prevention and program evaluation." *Journal of Consulting and Clinical Psychology* 45: 469-474.

¹ Aos, S., M. Miller, & E. Drake. (2006). *Evidence-Based Public Policy Options to Reduce Future Prison Construction, Criminal Justice Costs, and Crime Rates*. Olympia: Washington State Institute for Public Policy, Document No. 06-10-1201.

Aggression Replacement Training (ART)

Program Description: A juvenile offender is eligible for ART if it is determined—from the results of the formal assessment tool administered by the juvenile courts—the youth has a moderate to high risk for re-offense and has a problem with aggression or lacks skills in pro-social functioning. Using repetitive learning techniques, offenders develop skills to control anger and use more appropriate behaviors. In addition, guided group discussion is used to correct anti-social thinking that can otherwise get a youth into trouble. ART is a 10-week, 30-hour intervention administered to groups of eight to 12 juvenile offenders three times per week. It can be implemented by court probation staff or private contractors, after they receive formal ART training.

Quality Assurance: Chris Hayes, of JRA, is the ART expert for Washington State.

Program Cost: \$897

Benefits Minus Costs: \$14,660

Research Citations:

- Barnoski, R. (2004). Outcome Evaluation of Washington State's Research-Based Programs for Juvenile Offenders. Olympia, WA: Washington State Institute for Public Policy.
- Gibbs, J. C. (1995). "EQUIP: A Peer-Group Treatment Program for Delinquents," in Ross, R.R., Antonowicz, D.H., & Dhaliwal, G.K., Going Straight, Effective Delinquency Prevention & Offender Rehabilitation (Chapter 8). Ottawa, Ontario: AIR Training Publications.
- Goldstein, A. P. & Glick, B. (1995). "Aggression Replacement Training for Delinquents," in Ross, R.R., Antonowicz, D.H., & Dhaliwal, G.K., Going Straight, Effective Delinquency Prevention & Offender Rehabilitation (Chapter 6). Ottawa, Ontario: AIR Training Publications.

Multi-Systemic Therapy (MST)

Program Description: MST focuses on improving the family's capacity to overcome the known causes of delinquency. It promotes the parent's ability to monitor and discipline their children and replace deviant peer relationships with pro-social friendships. Trained MST therapists, working in teams consisting of one Ph.D. clinician and three to four MA clinicians, have a caseload of four to six families. The intervention typically lasts between three to six months.

Quality Assurance: MST, Inc., in Charleston, South Carolina, trains and clinically supervises all MST therapists.

Program Cost: \$4,264

Benefits Minus Costs: \$18,213

Research Citations:

- Borduin, C. M., Henggeler, S. W., Blaske, D. M., & Stein, R. (1990). "Multisystemic treatment of adolescent sexual offenders." *International Journal of Offender Therapy and Comparative Criminology* 35: 105-114.
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- Cunningham, A. (2002). Randomized Study of MST in Ontario, Canada. London, Ontario: Centre for Children and Families in the Justice System. <http://www.lfcc.on.ca/mst_final_results.html>.
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- Henggeler, S. W., Melton, G. B., Brondino, M. J., Scherer, D. G., & Hanley, J. H. (1997). "Multisystemic therapy with violent and chronic juvenile offenders and their families: The role of treatment fidelity in successful dissemination." *Journal of Consulting and Clinical Psychology* 65: 821-833.
- Henggeler, S. W., Melton, G. B., Smith, L. A., Schoenwald, S. K., & Hanley, J. H. (1993). "Family preservation using multisystemic therapy: Long-term follow-up to a clinical trial with serious juvenile offenders." *Journal of Child and Family Studies* 2(4): 283-293.
- Ogden, T. & Halliday-Boykins, C. A. (2004). "Multisystemic treatment of antisocial adolescents in Norway: Replication of clinical outcomes outside of the US." *Child and Adolescent Mental Health* 9(2): 77-83.
- Schaeffer, C. M. & Borduin, C. M. (2005). "Long-term follow-up to a randomized clinical trial of multisystemic therapy with serious and violent juvenile offenders." *Journal of Consulting and Clinical Psychology* 73(3): 445-453.
- Timmons-Mitchell, J., Bender, M. B., Kishna, M. A., & Mitchell, C. C. (2006). "An independent effectiveness trial of multisystemic therapy with juvenile justice youth." *Journal of Clinical Child and Adolescent Psychology* 35(2):227-236.

Family Integrated Transitions (FIT)

Program Description: FIT integrates the strengths of several existing empirically-supported interventions—Multi-Systemic Therapy, Motivational Enhancement Therapy, Relapse Prevention, and Dialectical Behavior Therapy. The program is designed for juvenile offenders with the co-occurring disorders of mental illness and chemical dependency, and who are re-entering the community after being detained in a JRA facility. Youth receive intensive family- and community-based treatment targeted at the multiple determinants of serious antisocial behavior. The first and most important task of the family-based intervention is to engage the family in treatment. The program then strives to promote behavioral change in the youth's home environment, emphasizing the systemic strengths of family, peers, school, and neighborhoods to facilitate the change.

This intervention begins during the youth's final two months in a JRA residential setting and continues for four to six months while the youth is under parole supervision. The FIT team consists of the contracted therapists; the University of Washington team, which provides clinical oversight and training; and JRA, which serves as the host agency. Each FIT team has four therapists working under a quarter-time clinical supervisor. Teams include children mental health specialists and chemical dependency professionals. The average team serves from four to six families at any one time. Services are available 24 hours per day, seven days per week. Parole staff work closely with the contracted therapists and the FIT families.

Quality Assurance: Eric Trupin, of the University of Washington, is the FIT expert.

Program Cost: \$9,665

Benefits Minus Costs: \$33,728

Research Citation:

Aos, S. (2004). Washington State's Family Integrated Transitions Program for Juvenile Offenders: Outcome Evaluation and Benefit-Cost Analysis. Olympia, WA: Washington State Institute for Public Policy.

Coordination of Services

Program Description: Coordination of Services (COS) was developed by Patrick Tolan, Ph.D., Director at the Institute for Juvenile Research at the University of Illinois at Chicago. COS provides an educational program to low-risk juvenile offenders and their parents. The goals of COS are to describe the consequences of continued delinquent behavior, stimulate goal setting, review the strengths of the youth and family, and explain what resources are available for helping to achieve a positive pro-social future for the youth. COS is not a Blueprint program identified by the University of Colorado's Center for the Study and Prevention of Violence.

COS was implemented in the Snohomish County Juvenile Court and called the "WayOut" program; Dr. Tolan consulted in training the program providers. WayOut consists of two all-day classes scheduled on consecutive Saturdays. In addition to the juvenile court, several community groups participate in the program: YMCA, WSU Cooperative Extension, Compass Health, 4-H, Snohomish Police, CORE Teen Seminars, and Snohomish County Health Communities Task Force. There are two key features of WayOut. First, low-risk juvenile offenders are court-mandated to attend, thus assuring a captive audience of youth who are at a crossroads when early intervention can make a difference. Second, parents/guardians are also required to attend, thus providing an opportunity to teach parent and child the same skills simultaneously. Community groups present participants with information concerning the services they provide.

Quality Assurance: There are no statewide quality assurance standards currently in place.

Program Cost: \$205

Benefits Minus Costs: \$5,186

Research Citations:

- Barnoski, R. (2004). Outcome Evaluation of Washington State's Research-Based Programs for Juvenile Offenders. Olympia, WA: Washington State Institute for Public Policy.
- Bottoms, A. E. (1995). "Intensive community supervision for young offenders: Outcomes, process and cost." Cambridge, UK: University of Cambridge Publications.
- California Board of Corrections. (2002). "Repeat offender prevention program, final report." Sacramento, CA: California Board of Corrections, December 2002.
- Carney, M.M. & Buttell, F. (2003). "Reducing juvenile recidivism: Evaluating the wraparound services model." *Research on Social Work Practice* 13(5): 551-568.
- Fagan, J. & Reinerman, C. (1991). "The Social Context of Intensive Supervision: Organizational and Ecological Influences on Community Treatment," in Armstrong, T. L. (ed), *Intensive Interventions with High Risk Youth* (pp. 341-394). New York: Willow Tree Press.
- Giblin, M. J. (2002). "Using police officers to enhance the supervision of juvenile probationers: An evaluation of the Anchorage CAN program." *Crime and Delinquency* 48 (1): 116-137.
- Howard, L., Mish, G., Burke, C., & Pennell, S. (2002). "San Diego County probation department's repeat offender prevention program final evaluation report." San Diego, CA: San Diego Regional Planning Agency, October 2002.
- King County Juvenile Justice Evaluation Work Group. (2002). "New Start: Juvenile justice evaluation report July 1999–March 2002." Seattle, WA: (King County) Department of Community and Human Services.
- Lane, J. Turner, S., Fain, F., & Sehgal, A. (2005). Evaluating an experimental intensive juvenile probation program: Supervision and official outcomes. *Crime and Delinquency* 51(1): 26-52.
- Little, M., Kogan, J., Bullock, R., & Van Der Laan, P. (2004). "ISSP: An evaluation in multi-systemic responses to persistent young offenders known to children's services." *British Journal of Criminology* 44(2): 225-240.
- National Council on Crime and Delinquency. (1987). *The Impact of Juvenile Court Intervention*. San Francisco, CA: NCCD.
- Tolan, P., Pery, H., Shelley, M., and Jones, T. (1987). "Delinquency prevention: An example of consultation in rural community mental health." *Journal of Community Psychology* 15: 43-50.
- Zhang, S. X. & Zhang, L. (2005). An experimental study of the Los Angeles County repeat offender prevention program: Its implementation and evaluation. *Criminology and Public Policy* 4(2): 205-236.

Restorative Justice – Victim Offender Mediation

Program Description: Victim Offender Mediation (VOM) is a concept where both parties, the offender and the victim, agree to a face-to-face meeting with a trained, neutral, mediator. The purpose of VOM is to discuss the effects of the crime, and to determine what can be done to make amends to the victim and the community. VOM has retributive, rehabilitative, and preventative qualities, and emphasizes accountability of the offender. VOM can also be an alternative to the criminal justice system.

Quality Assurance: There are no statewide quality assurance standards currently in place.

Program Cost: \$880

Benefits Minus Costs: \$7,067

Research Citations:

- Evje, A. & R. Cushman. (2000). A Summary of the Evaluations of Six California Victim Offender Rehabilitation Programs. San Francisco, CA: Judicial Council of California, Administrative Office of the Courts.
- Luke, G. & Lind, B. (1998). Reducing Juvenile Crime: Conferencing Versus Court. Sydney, Australia: New South Wales Bureau of Crime and Statistics and Research. <http://www.lawlink.nsw.gov.au/lawlink/bocsar/ll_bocsar.nsf/vwFiles/CJB69.pdf?file/CJB69.pdf>.
- McCold, P., & Wachtel, B. (1998). Restorative Policing Experiment: The Bethlehem Police Family Group Conferencing Project. Pipersville, PA: Community Service Foundation.
- McGarrell, E.F. (2001). Restorative Justice Conferences as an Early Response to Young Offenders. *Juvenile Justice Bulletin* (August). Washington, DC: U.S. Department of Justice, Office of Justice Programs, Office of Juvenile Justice and Delinquency Prevention. <<http://www.ncjrs.org/pdffiles1/ojjdp/187769.pdf>>.
- Niemeyer, M. & Shichor, D. (1996). "A preliminary study of a large victim/offender reconciliation program." *Federal Probation* 60(3): 30-34.
- Nugent, W. & Paddock, J.B. (1996). "Evaluating the effects of a victim-offender reconciliation program on reoffense." *Research on Social Work Practice* 6(2): 155-178.
- Rowe, W. (2002). A meta-analysis of six Washington State restorative justice projects. Bellingham, WA: Cambie Group International, Inc.
- Roy, S. (1993). "Two types of juvenile restitution programs in two Midwestern counties: A comparative study." *Federal Probation* 57(4): 48-53.
- Schneider, A. L. (1986). "Restitution and recidivism rates of juvenile offenders: Results from four experimental studies." *Criminology* 24(3): 533-553.
- Sherman, L.W., Strang, H., & Woods, D.J. (2000). Recidivism Patterns in the Canberra Reintegrative Shaming Experiments (RISE). Canberra, Australia: Centre for Restorative Justice, Research School of Social Sciences, Australian National University. <<http://www.aic.gov.au/rjustice/riase/recidivism/report.pdf>>.
- Stone, S., Helms, W., & Edgeworth, P. (1998). Cobb County juvenile court mediation program evaluation. State University of West Georgia.
- Umbreit, M. S. (1994). *Victim Meets Offender: The Impact of Restorative Justice and Mediation*. Monsey, NY: Willow Tree Press.
- Wade, K., Swenson, D., Miller, D., & Sager, S. (2004). An evaluation of restorative justice programs: Milwaukee and Outagamie counties. Madison, WI: Legislative Audit Bureau.
- Wiinamaki, L. A. (1997). *Victim-Offender Reconciliation Programs: Juvenile Property Offender Recidivism and Severity of Reoffense in Three Tennessee Counties* (UMI No. 9823140). Doctoral dissertation, University of Tennessee, Knoxville.

Reducing Crime With Evidence-Based Options: What Works, and Benefits and Costs

Washington State Institute for Public Policy Estimates as of October, 2006	Benefits and Costs per Participant 2006 Dollars				
	Effect and Number of Studies	Benefits to Crime Victims	Benefits to Taxpayers	Marginal Costs	Benefits Minus Costs
<u>Programs for Youth in the Juvenile Offender System</u>					
Multidimensional Treatment Foster Care (v. regular group care)	-22.0% (3)	\$51,828	\$32,915	\$6,945	\$77,798
Adolescent Diversion Project (for low risk/diversion)	-19.9% (6)	\$24,328	\$18,208	\$1,913	\$40,623
Family Integrated Transitions	-11.3% (1)	\$26,539	\$16,854	\$9,665	\$33,728
Functional Family Therapy on probation	-15.9% (7)	\$19,529	\$14,617	\$2,325	\$31,821
Multisystemic Therapy	-10.5% (10)	\$12,855	\$9,622	\$4,264	\$18,213
Aggression Replacement Training	-7.3% (4)	\$8,897	\$6,659	\$897	\$14,660
Teen courts*	-11.1% (5)	\$5,907	\$4,238	\$936	\$9,208
Juvenile boot camp to offset institution time	0% (14)	\$0	\$0	-\$8,077	\$8,077
Juvenile sex offender treatment*	-10.2% (5)	\$32,515	\$8,377	\$33,064	\$7,829
Restorative justice for low-risk offenders*	-8.7% (21)	\$4,628	\$3,320	\$880	\$7,067
Interagency coordination programs	-2.5% (15)	\$3,084	\$2,308	\$205	\$5,186
Juvenile drug courts*	-3.5% (15)	\$4,232	\$3,167	\$2,777	\$4,622
Regular surveillance-oriented parole (v. no parole supervision)	0% (2)	\$0	\$0	\$1,201	-\$1,201
Juvenile intensive probation supervision programs	0% (3)	\$0	\$0	\$1,598	-\$1,598
Juvenile wilderness challenge	0% (9)	\$0	\$0	\$3,085	-\$3,085
Juvenile intensive parole supervision	0% (10)	\$0	\$0	\$6,460	-\$6,460
Scared Straight	+6.8% (10)	-\$8,355	-\$6,253	\$58	-\$14,667
Counseling/psychotherapy for juvenile offenders	-18.9% (6)	\$23,126	\$17,309	n/e	n/e
Juvenile education programs	-17.5% (3)	\$41,181	\$26,153	n/e	n/e
Other family-based therapy programs	-12.2% (12)	\$15,006	\$11,231	n/e	n/e
Team Child	-10.9% (2)	\$5,759	\$4,131	n/e	n/e
Juvenile behavior modification	-8.2% (4)	\$19,271	\$12,238	n/e	n/e
Life skills education programs for juvenile offenders	-2.7% (3)	\$6,441	\$4,091	n/e	n/e
Diversion progs. with services (v. regular juvenile court)	-2.7% (20)	\$1,441	\$1,034	n/e	n/e
Juvenile cognitive-behavioral treatment	-2.5% (8)	\$3,123	\$2,337	n/e	n/e
Court supervision vs. simple release without services	0% (8)	\$0	\$0	n/e	n/e
Diversion programs with services (v. simple release)	0% (7)	\$0	\$0	n/e	n/e
Juvenile intensive probation (as alternative to incarceration)	0% (5)	\$0	\$0	n/e	n/e
Guided Group Interaction	0% (4)	\$0	\$0	n/e	n/e
<u>Prevention Programs (crime reduction effects only)</u>					
Nurse Family Partnership-Mothers	-56.2% (1)	\$11,531	\$8,161	\$5,409	\$14,283
Nurse Family Partnership-Children	-16.4% (1)	\$8,632	\$4,922	\$733	\$12,822
Pre-K education for low income 3 & 4 year olds	-14.2% (8)	\$8,145	\$4,644	\$593	\$12,196
Seattle Social Development Project	-18.6% (1)	\$1,605	\$4,341	n/e	n/e
High school graduation	-10.4% (1)	\$1,738	\$2,851	n/e	n/e
Guiding Good Choices	-9.1% (1)	\$570	\$2,092	n/e	n/e
Parent-Child Interaction Therapy	-3.7% (1)	\$268	\$784	n/e	n/e
<u>Programs needing more research for youth in the juvenile offender system</u>					
Dialectical Behavior Therapy	0% (1)	Too few evaluations to date.			
Increased drug testing (on parole) vs. minimal drug testing	0% (1)	Too few evaluations to date.			
Juvenile curfews	0% (1)	Too few evaluations to date.			
Juvenile day reporting	0% (2)	Too few evaluations to date.			
Juvenile jobs programs	0% (3)	Too few recent evaluations.			
Juvenile therapeutic communities	0% (1)	Too few evaluations to date.			
Mentoring in juvenile justice	0% (1)	Too few evaluations to date.			

For more information on quality control standards, see:

Barnoski, R., S. Aos, & R. Lieb (2003). *Recommended Quality Control Standards: Washington State Research-Based Juvenile Offender Programs*. Olympia: Washington State Institute for Public Policy, Document Number 03-12-1203.

For further information, please contact:
Elizabeth Drake at ekdrake@wsipp.wa.gov or (360) 586-2767

Document No. 07-06-1201

 *Washington State
Institute for
Public Policy*

The Washington State Legislature created the Washington State Institute for Public Policy in 1983. A Board of Directors—representing the legislature, the governor, and public universities—governs the Institute and guides the development of all activities. The Institute's mission is to carry out practical research, at legislative direction, on issues of importance to Washington State.



HUB SUBCONTRACTING PLAN (HSP)

In accordance with Gov't Code §2161.252, the contracting agency has determined that subcontracting opportunities are probable under this contract. Therefore, respondents, including State of Texas certified Historically Underutilized Businesses (HUBs), must complete and submit a State of Texas HUB Subcontracting Plan (HSP) with their solicitation response.

NOTE: Responses that do not include a completed HSP shall be rejected pursuant to Gov't Code §2161.252(b).

The HUB Program promotes equal business opportunities for economically disadvantaged persons to contract with the State of Texas in accordance with the goals specified in the State of Texas Disparity Study. The HUB goals defined in 34 TAC §20.13 are: **11.9 percent for heavy construction other than building contracts, 26.1 percent for all building construction, including general contractors and operative builders contracts, 57.2 percent for all special trade construction contracts, 20 percent for professional services contracts, 33 percent for all other services contracts, and 12.6 percent for commodities contracts.**

- - Agency Special Instructions/Additional Requirements - -

SECTION 1 - RESPONDENT AND SOLICITATION INFORMATION

- a. Respondent (Company) Name: VisionQuest National, Ltd State of Texas VID #: [REDACTED]
- Point of Contact: Beth Ann Rosica Phone #: [REDACTED]
- b. Is your company a State of Texas certified HUB? - Yes - No
- c. Solicitation #: 694-11-0003

SECTION 2 - SUBCONTRACTING INTENTIONS

After having divided the contract work into reasonable lots or portions to the extent consistent with prudent industry practices, the respondent must determine what portion(s) of work, including goods or services, will be subcontracted. Note: In accordance with 34 TAC §20.12., a "Subcontractor" means a person who contracts with a vendor to work, to supply commodities, or contribute toward completing work for a governmental entity. Check the appropriate box that identifies your subcontracting intentions:

- Yes, I will be subcontracting portion(s) of the contract.
(If Yes, in the spaces provided below, list the portions of work you will be subcontracting, and go to page 2.)
- No, I will not be subcontracting any portion of the contract, and will be fulfilling the entire contract with my own resources.
(If No, complete SECTION 9 and 10.)

Line Item # - Subcontracting Opportunity Description	Line Item # - Subcontracting Opportunity Description
(#1) - Office Supplies	(#11) -
(#2) - Equipment purchase/rental - computers	(#12) -
(#3) - Office Rent/Operating Leases	(#13) -
(#4) - Building Repair & Maintenance	(#14) -
(#5) - Office furnishings	(#15) -
(#6) - Printer/Copier Rental	(#16) -
(#7) -	(#17) -
(#8) -	(#18) -
(#9) -	(#19) -
(#10) -	(#20) -

*If you have more than twenty subcontracting opportunities, a continuation page is available at <http://www.window.state.tx.us/procurement/prog/hub/hub-forms/HUBSubcontractingPlanContinuationPage1.doc>

Subj: **Subcontracting Opportunity**
Date: 4/5/2011 11:24:14 P.M. Eastern Daylight Time
From: AAMAIR@aol.com
To: info@texashubs.org

Texas Association of HUBs
PO Box 684726
Austin, TX 78768-4726
www.texashubs.org
info@texashubs.org

Please be advised that VisionQuest National, Ltd. is submitting a bid to the Texas Youth Commission in response to Solicitation # 694-11-0003 to provide Wraparound Services and a Family Reunification Program for TYC Youth in the Community. If we are awarded a contract, we will need to purchase/secure the following items:

- Office supplies
- Office space
- Computers and peripherals
- Office furniture
- Janitorial services
- Photocopier

Once awarded a contract, we will contract you so that you can assist us in identifying possible vendors.

Thank you.

Vicki Noltten-Mair
Program Development Specialist
VisionQuest National, Ltd
e-mail - aamair@aol.com

Subj: **Subcontracting Opportunity**
Date: 4/5/2011 11:42:20 P.M. Eastern Daylight Time
From: AAMAIR@aol.com
To: bids@wbea-texas.org

Women's Business Enterprise Alliance

9800 Northwest Freeway Ste 120

Houston, Texas 77092

[http:// www.wbea-texas.org](http://www.wbea-texas.org)

bids@wbea-texas.org

Please be advised that VisionQuest National, Ltd. is submitting a bid to the Texas Youth Commission in response to Solicitation # 694-11-0003 to provide Wraparound Services and a Family Reunification Program for TYC Youth in the Community. If we are awarded a contract, we will need to purchase/secure the following items:

- Office supplies
- Office space
- Computers and peripherals
- Office furniture
- Janitorial services
- Photocopier

Once awarded a contract, we will contract you so that you can assist us in identifying possible vendors.

Thank you.

Vicki Nolten-Mair
Program Development Specialist
VisionQuest National, Ltd
e-mail - aamair@aol.com

Subj: **Subcontracting Opportunity**
Date: 4/5/2011 11:44:19 P.M. Eastern Daylight Time
From: AAMAIR@aol.com
To: Leondria@tricityblackchamber.org

Tri-County Black Chamber of Commerce

<http://www.tricityblackchamber.org/>

Leondria@tricityblackchamber.org

Please be advised that VisionQuest National, Ltd. is submitting a bid to the Texas Youth Commission in response to Solicitation # 694-11-0003 to provide Wraparound Services and a Family Reunification Program for TYC Youth in the Community. If we are awarded a contract, we will need to purchase/secure the following items:

- Office supplies
- Office space
- Computers and peripherals
- Office furniture
- Janitorial services
- Photocopier

Once awarded a contract, we will contract you so that you can assist us in identifying possible vendors.

Thank you.

Vicki Nolten-Mair
Program Development Specialist
VisionQuest National, Ltd
e-mail - aamair@aol.com

SECTION 9 - SELF PERFORMANCE JUSTIFICATION

(If you responded "No" to SECTION 2, you must complete SECTION 9 and 10.)

Does your response/proposal contain an explanation demonstrating how your company will fulfill the entire contract with its own resources?

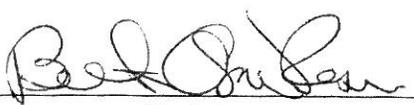
- Yes If Yes, in the space provided below, list the specific page/section of your proposal which identifies how your company will perform the entire contract with its own equipment, supplies, materials and/or employees.
- No If No, in the space provided below, explain how your company will perform the entire contract with its own equipment, supplies, materials, and/or employees.

n/a

SECTION 10 - AFFIRMATION

As evidenced by my signature below, I affirm that I am an authorized representative of the respondent listed in SECTION 1, and that the information and supporting documentation submitted with the HSP are true and correct. Respondent understands and agrees that, if awarded any portion of the solicitation:

- The respondent must submit monthly compliance reports (Prime Contractor Progress Assessment Report – PAR) to the contracting agency, verifying their compliance with the HSP, including the use/expenditures they have made to subcontractors. (The PAR is available at <http://www.window.state.tx.us/procurement/prog/hub/hub-forms/progressassessmentrpt.xls>).
- The respondent must seek approval from the contracting agency prior to making any modifications to their HSP. If the HSP is modified without the contracting agency's prior approval, respondent may be subject to debarment pursuant to Gov't Code §2161.253(d).
- The respondent must, upon request, allow the contracting agency to perform on-site reviews of the company's headquarters and/or work-site where services are to be performed and must provide documents regarding staff and other resources.


SignatureBeth Ann Rosca
Printed NameVP-Business
Title4/5/11
Date

VisionQuest National

Reintegration and FFT Services
Texas Youth Commission

	Annual Budget	Description
Average # of Cases Served per month	\$ 350.00	125 Harris County youth, 125 Dallas/FT Worth youth, and 100 Bexar County youth served per
Daily Rate	\$ 19.95	
Monthly Case Rate	\$ 606.72	
Six Month Case Rate	\$ 3,640.33	
Care & Services Revenue	\$ 2,548,231.47	
TOTAL REVENUE	\$ 2,548,231.47	

Payroll	\$ 1,379,000.00	Please see attached
Fringe Benefits and Taxes	\$ 303,380.00	22% of total payroll
TOTAL PERSONNEL EXPENSE	\$ 1,682,380.00	

OTHER PURCHASE SERVICES

FFT Training Services	\$ 114,000.00	3 FFT Site fees plus, 15 Replacement Trainings
TOTAL OTHER PURCHASE SERV.	\$ 114,000.00	

BUILDING EXPENSE

Building Rent/Operating Leases	\$ 54,000.00	3 Office space rentals at \$1500 per month rent
Building Repair & Maintenance	\$ 2,400.00	\$200 a month
Utilities	\$ 9,000.00	\$250 a month per office
Building Insurance	\$ 1,800.00	\$50 a month per office space
TOTAL BUILDING EXPENSE	\$ 67,200.00	

YOUTH EXPENSE

Rewards & Incentives	\$ 6,000.00	\$500 per month to reward high performing youth
TOTAL YOUTH EXPENSE	\$ 6,000.00	

EQUIPMENT EXPENSE

IT and Comp Tech Depr	\$ 17,000.00	Purchase of 35 Computers and Licensing agreements depreciated out of 36 months
Equipment Purchase	\$ 4,800.00	\$400 a month for misc purchases
TOTAL EQUIPMENT EXPENSE	\$ 21,800.00	

TRANSPORTATION EXPENSE

Mileage	\$ 155,400.00	Mileage for employee checks
TOTAL VEHICLE EXPENSE	\$ 155,400.00	

GENERAL & ADMIN EXP

Postage	\$ 4,800.00	\$400 per month
Advertising	\$ 4,200.00	\$350 per month for Recruitment advertising
General Liability Insurance	\$ 34,475.00	Equals to 2.5% of Payroll
Conferences/Meetings/Training	\$ 2,400.00	\$200 per month
Business Licenses & Fees	\$ 2,400.00	\$200 per month
Employee Clearance	\$ 2,400.00	\$200 per month
Office Supplies	\$ 4,800.00	\$400 per month for 3 different office spaces supplies
Telephone	\$ 25,200.00	\$700 per month per office space for phone and internet services
Travel Expense	\$ 15,000.00	\$1250 per month for FFT travel for trainings
Meals & Entertainment	\$ 6,000.00	\$500 per month for FFT meal while at training
Employee Relations	\$ 1,200.00	\$100 per month for high performing staff
Cell Phone allowance	\$ 22,200.00	\$50 per month per employee
TOTAL GENERAL & ADMIN EXP	\$ 125,075.00	

Management Services fee	\$	287,411.15	13% of all Expenses
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INTEREST/BANK CHARGES

Bank Charges	\$	12,000.00	1,000 per month
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General Interest Expense	\$	27,000.00	2,250 per month
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TOTAL INTEREST/BANK CHARGES	\$	39,000.00	
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Retained Earnings	\$	49,963.32	2% of all Expenses
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Total Annual Budget	\$	2,548,231.47	
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FFT Functional Family Therapy

Evidence Based. Cost Effective. Sustainable. Family, Youth & Culture Services.

1251 NW Elford Drive, Seattle WA 98177

September 24, 2010

To Whom It May Concern:

This letter is in support of VisionQuest National Ltd.'s efforts to expand Functional Family Therapy (FFT) in the state of Texas. FFT Inc. and VisionQuest have been working together collaboratively since 2002 to provide FFT services to children and families in multiple locations, including the Eastern and Western shore of Maryland; Philadelphia, Pennsylvania; Tampa, Florida; Tucson, Arizona; and Houston, Texas. VisionQuest is currently certified by FFT Inc.

As VisionQuest expands its current Texas operations, FFT will continue to contract with VisionQuest and will assist with any additional implementation issues. We have always found the administrative staff at VisionQuest to be committed to the FFT model and evidence-based services. They work well with our staff during implementation and follow-up.

If you need further information, please feel free to contact me.

Sincerely,



Doug Kopp
CEO
FFT LLC
dkfft@msn.com
(206) 409-7198
www.fftinc.com

VISIONQUEST POSITION DESCRIPTION

Position Title Administrative Assistant	Reports To Department Manager	Date Effective: August 1, 2005
Prepared By Jim Yester Vice President Human Resources	Number 6115	Replaces Description Date

POSITION SUMMARY: Organized, efficient and personable individual who performs difficult and responsible office oriented work involving complex problems on a daily basis. The Administrative Assistant must be comfortable with multi-task assignments and must be able to meet deadlines. This position reports to their assigned department manager. The Administrative Assistant must use their own judgment and discretion in assisting administrative or executive staff in affairs and various duties directly related to management policies or general business operations of VisionQuest. This position may provide safe crisis management and utilize manual restraint techniques to youth who weigh up to 250 pounds and are physically threatening, out-of-control, or otherwise presenting a threat to themselves or others.

QUALIFICATIONS:

Minimum of High School Diploma or General Equivalency Diploma.

Comprehensive knowledge of business English and accounting procedures, and skilled in both written and verbal communication. Comprehensive knowledge of modern office procedures, office equipment, and personal computer applications. Ability to keep complex record and filing systems. Ability to assemble and organize data and prepare reports from such records. Ability to plan and demonstrate foresight on a daily basis, and utilize skills with speed and accuracy.

Must be able to work independently with a minimum of supervision and an eye for accuracy and detail. Must be able to do research related to special assignments using a variety of resources. Ability to establish and maintain effective working relationships with various levels of the organization. Must have excellent organization and time management skills. Must also possess excellent phone skills.

Demonstrate the ability to present yourself as an appropriate role model to youth and co-workers.

RESPONSIBILITIES AND COMPETENCIES:

Competencies are listed under the following headings:

- Management Competencies (if applicable)
- Technical Competencies
- Occupational Competencies.

Technical Competencies:

SPECIFIC ADMINISTRATIVE FUNCTIONS/RESPONSIBILITIES AND COMPETENCIES

Organizational Skills –

- Demonstrates ability to multitask and prioritize tasks, goals and objectives, to achieve maximum results from available resources as primarily assessed through supervisory review/observation.
- Demonstrates ability to design and implement comprehensive filing systems as primarily assessed through supervisory review/observation and file audits.
- Provides administrative assistance to supervisors in all day to day activities of a specific functional area as primarily assessed through supervisory review/observation.
- Demonstrates ability to problem solve and continually evaluate the administrative operation and functions for continuous improvement, to recommend changes in the department and implement them once approved by supervisor as primarily assessed through supervisory review/observation.

Writing Skills –

- Completes all written documentation in a timely manner using legible hand writing/accurate typing, correct grammar, and punctuation. Documents are concise and clearly convey the information to be communicated as primarily assessed through supervisory review/observation and clinical record review.
- Demonstrates ability to independently compose letters, both in email and hard copy format, to express general ideas or detailed information as primarily assessed through supervisory review/observation.

Oral Communication –

- Possesses sufficient program knowledge to use relevant terminology and approaches in all interactions with youth and staff, and use relevant terminology to present an accurate description of the program components to the public, business liaisons, prospective staff and new staff as primarily assessed through formal/documented education and training and supervisory review/observation.
- Demonstrates ability to receive and respond to phone calls in a professional style, recording and relaying information in an accurate and timely manner as primarily assessed through supervisory review/observation and customer feedback.
- Demonstrates ability to act as a liaison between functional department managers and other program personnel as primarily assessed through supervisory review/observation.
- Possesses sufficient company or assigned department knowledge to answer inquiries of external and internal parties, and explains policies and procedures while extending resources for assigned department as primarily assessed through supervisory review/observation.
- Greets and screens visitors, vendors and guests to the facility in a friendly, professional manner as primarily assessed through supervisory review/observation and feedback from visitors.

Record Documentation- Demonstrates ability to oversee the maintenance of records in an assigned area to ensure availability of necessary resources and information when required and the maintenance of records at audit or inspection ready status as primarily assessed through supervisory review/observation and clinical record review.

Adherence to Deadlines- Demonstrates knowledge and skills in the presentation of timely written documentation with all entries authenticated, and time/dated as primarily assessed through clinical record review and supervisory review/observation.

Confidentiality – Demonstrates ability to maintain high levels of confidentiality with sensitive information ensuring only the required parties receive the information and complying with company or external policies and procedures as primarily assessed through supervisory review/observation or incident reporting.

SPECIFIC RISK MANAGEMENT FUNCTIONS/RESPONSIBILITIES AND COMPETENCIES

Management of critical control points to minimize risk and maintain a safe and secure environment.

Monitor Physical Plant

- Secures and inventories hygiene supplies, tools, and cleaning supplies needed within the office environment as primarily observed through supervisory review/observation and documentation.
- Reports safety hazards or maintenance repair needs through completion of a Maintenance Request Form and/or communication with the Lodge Safety Committee as primarily observed through supervisory/management observation and documentation.

Safety Equipment

- Ensures usage of relevant safety equipment for all youth and staff activities as primarily observed through supervisory and management observation.

COMMUNICATION AND DOCUMENTATION SPECIFIC RESPONSIBILITIES/COMPETENCIES

Computer Proficiency – Demonstrates proficiency with computers to meet internal and external deadlines as primarily assessed through supervisory review/observation.

Oral Communication –

- Communicates with constant respect for people as primarily observed through supervisory review/observation.
- Addresses youth using strength based language as assessed through supervisory review/observation.

Occupational Competencies:

ORGANIZATIONAL AND PROFESSIONAL RESPONSIBILITIES AND COMPETENCIES

Knowledge of VisionQuest Mission and philosophies, knowledge of and adherence to company's policies and procedures, regulatory requirements and ethical standards. Continually seeks to enhance professional knowledge base and improve personal, team and program performance.

Company Mission- Is knowledgeable of, and supports, the organization's mission as primarily assessed through supervisory review/observation.

Staff Commitments – Demonstrates knowledge and integration of VisionQuest's staff commitments into daily practices as primarily assessed through supervisory review/observation.

Confidentiality – Maintains confidentiality in accordance with VisionQuest policies, and complies with HIPAA guidelines as primarily assessed through supervisory review/observation and incident reporting.

Mandatory Reporting – Demonstrates knowledge of applicable regulatory requirements governing mandated child abuse/neglect reporting requirements. Reports any suspected abuse or neglect as required by law as primarily assessed through supervisory review/observation.

Respect – Demonstrates respect for youth, families, guests, and colleagues in accordance with VisionQuest policy, as primarily assessed through supervisory review/observation and peer/team review.

Attendance – Maintains attendance record, and is punctual, in accordance with VisionQuest policy, as primarily assessed through supervisory review/observation and attendance reports/leave requests.

Dress Code – Adheres to VisionQuest's dress code, as primarily assessed through supervisory review/observation.

Health and Safety -Demonstrates knowledge of, and practices VisionQuest's health and safety policies and procedures, including but not limited to fire safety and emergency response plans, infection control procedures, and incident reporting as primarily assessed through supervisory review/observation and annual testing associated with health and safety training.

Facilities and Equipment - Is respectful of, and appropriately maintains VisionQuest's facilities and equipment and supplies, including information technology hardware and software. Reports potential maintenance problems or damage to living areas or facilities to ensure prompt corrective action in order to minimize risk to youth and staff as primarily observed through supervisory/management observation.

Interaction with Co-workers - Interacts and communicates with fellow employees in a manner that promotes a harmonious and cooperative working environment, as primarily assessed through supervisory review/observation and peer/team review.

Problem Solving - Communicates information, including the identification and communication of problems/issues with appropriate team and management staff in a timely manner, and positively engages in effective problem-solving, as primarily assessed through supervisory review/observation.

Boundaries - Maintains appropriate boundaries in all interactions with youth and staff in accordance with VisionQuest's policies and procedures as primarily assessed through supervisory review/observation.

Flexibility and Openness - Demonstrates openness to supervision and flexibility to incorporate other points of view in order to improve performance as primarily assessed through supervisory review/observation.

Policies and Procedures – Administers and adheres to all company policies and procedures and state regulations for staff and youth as primarily observed through supervisory/management observation.

PHYSICAL REQUIREMENTS/WORKING CONDITIONS/EXPOSURES (check a column for each activity, working condition, and exposure indicating the average percent of time for this position):

FREQUENTLY (at least 50%)	USUALLY (25 - 49%)	INFREQUENTLY (less than 25%)	N/A
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ACTIVITY

Standing/Walking	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Sitting	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Twisting	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Lifting/Carrying	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Pushing/Pulling	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Climbing (ascending/descending ladders/stairs/hill/inclines)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Bending/Stooping	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Using arm muscles frequently or for extended periods	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Using leg muscles frequently or for extended periods	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Using back muscles frequently or for extended periods	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Running	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Passive Physical Restraints	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

HOW OFTEN ARE THESE WEIGHTS LIFTED OR CARRIED?

02 - 10 pounds	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11 - 20 pounds	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21 - 30 pounds	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
31 - 40 pounds	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
41 - 50 pounds	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
51 pounds or more	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

WORKING CONDITIONS/EXPOSURES

Working in hot, cold or wet surroundings	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Working indoors	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Working outdoors	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Operating vehicles or machinery	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Riding Horses	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Working near livestock	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Yes No Human Resource Representative has received a request for an accommodation.

If yes, that accommodation is described as follows:

Yes No Human Resources Representative has contacted the Vice President of Human Resources regarding accommodation request.

I have reviewed and received a copy of this Position Description document, and I understand my Position responsibilities and performance expectations/standards. I further understand that I may be responsible for other activities not listed in this document.

Employee Signature

Employer Signature

Date

Date

VISIONQUEST POSITION DESCRIPTION

Position Title Director of Compliance	Reports To Vice President of Quality Assurance	Date Effective: June 8, 2006
Prepared By Jim Yester, Vice President Human Resources	Number 8494	Replaces Description Date

POSITION SUMMARY: Dynamic, self-assured leader who oversees program compliance and program improvement functions and reports to the Vice President of Quality Assurance. The Director of Compliance monitors programs' compliance with state regulations, contractual requirements, accreditation standards, and VisionQuest policy and procedures. The Compliance Director consults with programs' management teams to guide program improvement activities and provides training for staff. This individual is accountable to maximize compliance staff performance by training, mentoring, supervision and evaluation. May provide Safe Crisis Management and utilize manual restraints to youth who weigh up to 250 pounds and are physically threatening, out-of-control, or otherwise presenting a threat to themselves or others.

QUALIFICATIONS:

Minimum of a Masters degree in social services or related field or 4 years equivalent work-related experience.

Must be self-motivated, organized, and decisive and have demonstrated ability to prioritize multiple tasks and responsibilities. Must have a high level of integrity and be willing to advocate for youth. Superior communication skills including verbal, written and electronic communication. Proficient in MS Word, Excel, Outlook and Intranet Data entry preferred.

RESPONSIBILITIES AND COMPETENCIES:

Competencies are listed under the following headings:

- Management Competencies (if applicable)
- Technical Competencies
- Occupational Competencies.

Management Competencies:

SPECIFIC SUPERVISORY FUNCTIONS/RESPONSIBILITIES AND COMPETENCIES

Supervision –

- Demonstrates the ability to monitor, supervise and hold accountable state, federal, licensing, contractual, JCAHO Accreditation and company standards including attendance, punctuality, completion of paperwork, Kronos usage, staffing patterns and boundaries as primarily assessed through supervisory review/observation.
- Identifies, monitors and provides training for assigned staff to ensure ongoing professional development, performance improvement and integration of policies and procedures to maintain company standards as primarily assessed through supervisory review/observation and training documentation.
- Completes on a timely basis, all staff related reports/documentation (including staff actions, evaluations and staff needs) and the pertinent dissemination of all information to the necessary parties or departments as primarily observed through supervisory/management observation.

Evaluation – Reviews staff performance on a regular basis and provides assigned Compliance Evaluators with ongoing guidance and formally documented constructive feedback regarding their job specific functions, responsibilities and competencies as primarily assessed through supervisory review/observation and review of appraisal documentation.

Retention – Demonstrates ability to maintain a stable, productive and therapeutic team environment through effective communication, staff appreciation and support to preserve the employee's interest in working with VisionQuest to positively impact the lives of troubled youth as primarily assessed through supervisory review/observation and staff retention numbers.

SPECIFIC OPERATIONAL FUNCTIONS/RESPONSIBILITIES AND COMPETENCIES

Safety and Security –

- Assumes a lead role on the Health and Safety Committee for annual review of Safety Plans (including the hazard analysis), the Infection Control Plan and assists with presentation of data analysis and interpretation, related to Health and Safety Committee areas of responsibility including but not limited to: Medication Management, Infection Control, Fire Safety, Restraints, and risk management activities as primarily assessed through supervisory observation and review.
- Demonstrates ability to evaluate the program's readiness to respond to emergency situations through analysis of drills, audits and ongoing compliance to relevant company policies primarily assessed through supervisory observation.

Continuous Program Improvement –

- Chairs Best Practice Committee(s) and coordinates the activities of the related management workgroups to actively promote a climate within the organization that is conducive to achieving highest professional standards in providing innovative intervention services as primarily assessed through peer review and supervisory observation.
- Coordinates and performs audits to assess program/lodge compliance with internal and external requirements and standards as primarily assessed through supervisory observation and audit record review.

- Works effectively with program leadership and other levels of staff and communicates regularly and clearly the activities of the program improvement initiatives to foster understanding and active participation in the continuous quality improvement as primarily assessed by peer review.
- Models and trains staff on auditing, reviewing, problem solving principles and methodologies in workgroups, committees and formal and informal interactions with staff on a range of activities focused on improving the program as primarily assessed through program reports, meeting minutes and peer review.
- Recommends and clearly communicates revisions in processes, policies or procedures related to the compliance with licensing regulations, JCAHO accreditation standards and purchase of service agreement obligations as primarily assessed by peer review and supervisory observation.
- Develops and provides relevant, comprehensive presentations to the staff on the principles and methodologies for program improvement initiatives. Assists with the evaluation of the program's improvement/strategic plan initiatives through participation in preparation for quarterly Directors' meetings as primarily assessed by reports, peer review and supervisory observation.
- Oversees development and implementation of all corrective action plans, in response to internal and external evaluations as primarily assessed through corrective action plan documentation and supervisory review/observation
- Provides current and relevant information to staff regarding the Joint Commission standards; responds to questions with accurate information gained through Joint Commission publications, direct communication with the Joint Commission, or other applicable resources as primarily assessed through peer review and supervisory observation.
- Understands Licensing regulations, contractual obligations, VisionQuest policies and procedures and Joint Commission standards and their intent and interprets the standards for staff. Provides educational activities for staff about compliance with the Joint Commission as primarily assessed through supervisory observation.
- Coordinates activities associated with the JCAHO triennial accreditation survey process as primarily assessed through supervisory observation.
- Coordinates licensing activities, contractual reviews, Managed Care company audits and other, external and internal, audits as assigned as primarily assessed through supervisory observation and customer feedback.

Technical Competencies:

SPECIFIC THERAPEUTIC FUNCTIONS/RESPONSIBILITIES AND COMPETENCIES

Individualized implementation of multi-disciplinary treatment goals, objectives, and therapeutic interventions. Maintains positive peer culture and norms. Demonstrates knowledge and use of strength based interventions and cognitive behavioral approaches and integration of VisionQuest Treatment modalities.

Treatment Philosophy & Modalities - Possesses basic knowledge of Cognitive Behavioral Therapy, Guided Centering, Equine Assisted Therapy, therapeutic elements of Adventure Based programming and Path of Honor, and uses the relevant terminology and approaches in all interaction with youth and staff as primarily assessed through formal/documented education and training/prior experience and supervisory review/observation.

Cultural Diversity –

- Demonstrates awareness and sensitivity to diversity issues and recognizes triggers, biases, beliefs, and does not allow them to interfere with treatment, service delivery, and the performance of the job as primarily assessed through supervisory review/observation and peer/team review.
- Assists staff with identification of triggers, biases and beliefs that may interfere with work environment as primarily assessed through peer/team review.

Adolescent Specific Knowledge –

- Has working knowledge of normal child and adolescent development including: physical changes and concerns, emotional growth, social development and cognitive development as primarily assessed through supervisory review/observation and clinical record review.
- Demonstrates working knowledge of communications skills used to foster positive growth including active listening skills as assessed primarily through supervisory review/observation.
- Possesses knowledge of contemporary influences on adolescents including gangs, sex, pop culture, family stressors as primarily assessed through formal/documented education and training/prior experience, and supervisory review/observation.
- Possesses basic knowledge of at least the behavioral attributes of the following diagnosis: ADD, ADHD, PTSD/Trauma, depression, ODD, bipolar, anxiety and conduct disorder as applied to adolescents as primarily assessed through formal/documented education and training/prior experience, and record review.
- Possesses basic knowledge of psychotropic medications prescribed for children and adolescents, and their use in treatment in order to provide objective data as primarily assessed through formal/documented education and training/prior experience, and record review.

Safe Crisis Management

- Demonstrates ability to provide and model Safe Crisis Management through appropriate de-escalation techniques and the use of manual restraints to protect the safety of the youth and staff as primarily assessed through critical incident reporting and the Lodge Professional Standards Committee.
- Responds to all Crisis Intervention Calls unless doing so will result in an unsafe program environment or involve the termination of a critical task as primarily assessed through supervisory review/observation.
- Reviews incidents of manual restraint with staff utilizing the staff debriefing incident review process, to assess the crisis cycle, assess the physical and de-escalation techniques utilized and review prevention strategies as primarily assessed through incident reporting and training record review.

- Ensures all allegations of abuse and/or neglect are reported to the appropriate state or county authorities and all regulatory and contractual reporting requirements are adhered to as primarily assessed through supervisory review/observation and incident reporting.

SPECIFIC TRAINING FUNCTIONAL/RESPONSIBILITIES AND COMPETENCIES

Provide staff with appropriate skills, knowledge and techniques for compliance with internal and external compliance expectation and continuous quality improvement.

Training – Monitors and trains VisionQuest policy and procedures related to standards compliance and program improvement activities as primarily assessed through supervisory observation and Training Record review.

SPECIFIC RISK MANAGEMENT FUNCTIONS/RESPONSIBILITIES AND COMPETENCIES

Management of critical control points to minimize risk and maintain a safe and secure environment.

Monitor Physical Plant – Ensures compliance with all Licensure and applicable JCAHO Management of the Environment Standards as primarily assessed through supervisory observation and audits results review.

COMMUNICATION AND DOCUMENTATION SPECIFIC RESPONSIBILITIES/COMPETENCIES

Writing Skills – Completes all written reports in a timely manner using correct grammar, punctuation, and in a concise way that clearly conveys the information to be communicated as primarily assessed through supervisory review/observation and clinical record review.

Computer Proficiency – Possesses a competent familiarity and proficiency with computers to meet internal and external deadlines as primarily assessed through supervisory review/observation and/or customer feedback/satisfaction.

Communication –

- Communicates effectively, accurately and timely, any violations in compliance with state regulations, contractual requirements, JCAHO standards and VisionQuest policy and procedures, to the Corporate Quality Assurance Department as primarily assessed through supervisory review/observation.
- Communicates effectively, accurately and timely, with each Lodge/Program Administrative team (Lodge Director, Chief Administrator and Clinical Director), on compliance issues regarding state regulations, contractual requirements, JCAHO standards and VisionQuest policy and procedures as primarily assessed through supervisory review/observation.
- Reports to Child Protective Services any allegation of abuse/neglect involving a youth in our program and ensures notification of the placing agency, probation officer, and child's legal guardian as primarily assessed through supervisory review/observation and incidents report record.

Occupational Competencies:

ORGANIZATIONAL AND PROFESSIONAL RESPONSIBILITIES AND COMPETENCIES

Knowledge of VisionQuest Mission and philosophies, knowledge of and adherence to company's policies and procedures, regulatory requirements and ethical standards. Continually seeks to enhance professional knowledge base and improve personal, team and program performance.

Company Mission - Is knowledgeable of, and supports, the organization's mission as primarily assessed through supervisory review/observation.

Staff Commitments – Demonstrates knowledge and integration of VisionQuest's staff commitments into daily practices as primarily assessed through supervisory review/observation.

Confidentiality – Maintains confidentiality in accordance with VisionQuest policies, and complies with HIPAA guidelines as primarily assessed through supervisory review/observation and incident reporting.

Mandatory Reporting – Demonstrates knowledge of applicable regulatory requirements governing mandated child abuse/neglect reporting requirements. Reports any suspected abuse or neglect as required by law as primarily assessed through supervisory review/observation.

Respect – Demonstrates respect for youth, families, guests, and colleagues in accordance with VisionQuest policy, as primarily assessed through supervisory review/observation and peer/team review.

Attendance – Maintains attendance record, and is punctual, in accordance with VisionQuest policy, as primarily assessed through supervisory review/observation and attendance reports/leave requests.

Dress Code – Adheres to VisionQuest's dress code, as primarily assessed through supervisory review/observation.

Health and Safety - Demonstrates knowledge of, and practices, VisionQuest's health and safety policies and procedures, including but not limited to fire safety and emergency response plans, infection control procedures, and incident reporting as primarily assessed through supervisory review/observation and annual testing associated with health and safety training.

Facilities and Equipment - Is respectful of, and appropriately maintains VisionQuest's facilities and equipment and supplies, including information technology hardware and software. Reports potential maintenance problems or damage to living areas or facilities to ensure prompt corrective action in order to minimize risk to youth and staff as primarily observed through supervisory/management observation.

Interaction with Co-workers - Interacts and communicates with fellow employees in a manner that promotes a harmonious and cooperative working environment, as primarily assessed through supervisory review/observation and peer/team review.

Problem Solving - Communicates information, including the identification and communication of problems/issues with appropriate team and management staff in a timely manner, and positively engages in effective problem-solving, as primarily assessed through supervisory review/observation.

Boundaries - Maintains appropriate boundaries in all interactions with youth and staff in accordance with VisionQuest's policies and procedures as primarily assessed through supervisory review/observation.

Flexibility and Openness - Demonstrates openness to supervision and flexibility to incorporate other points of view in order to improve performance as primarily assessed through supervisory review/observation.

Policies and Procedures – Administers and adheres to all company policies and procedures and state regulations for staff and youth as primarily observed through supervisory/management observation.

PHYSICAL REQUIREMENTS/WORKING CONDITIONS/EXPOSURES (check a column for each activity, working condition, and exposure indicating the average percent of time for this position):

FREQUENTLY (at least 50%)	USUALLY (25 - 49%)	INFREQUENTLY (less than 25%)	N/A
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ACTIVITY

Standing/Walking	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sitting	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Twisting	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lifting/Carrying	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Pushing/Pulling	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Climbing (ascending/descending ladders/stairs/hill/inclines)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Bending/Stooping	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Using arm muscles frequently or for extended periods	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Using leg muscles frequently or for extended periods	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Using back muscles frequently or for extended periods	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Running	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Passive Physical Restraints	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

HOW OFTEN ARE THESE WEIGHTS LIFTED OR CARRIED?

02 - 10 pounds	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11 - 20 pounds	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21 - 30 pounds	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
31 - 40 pounds	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
41 - 50 pounds	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
51 pounds or more	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

WORKING CONDITIONS/EXPOSURES

Working in hot, cold or wet surroundings	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Working indoors	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Working outdoors	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Operating vehicles or machinery	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Wearing protective clothing and/or equipment	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Operating motor vehicles	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Riding Horses	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Working near livestock	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Yes No Human Resource Representative has received a request for an accommodation.

If yes, that accommodation is described as follows:

Yes No Human Resources Representative has contacted the Vice President of Human Resources regarding accommodation request.

Human Resources Representative

I have reviewed and received a copy of this Position Description document, and I understand my Position responsibilities and performance expectations/standards. I further understand that I may be responsible for other activities not listed in this document.

Employee Signature

Employer Signature

Date

Date

**VISIONQUEST
POSITION DESCRIPTION**

Position Title Director of Operations	Number 8308	Date Prepared January 26, 2004
Prepared By Jim Yester, Director Human Resources	Approved By (Signature & Date)	Replaces Description Date June 5, 2001

GENERAL STATEMENT OF DUTIES:

The person in this position is responsible for the administration and monitoring of all components essential to the delivery of comprehensive program services to all programs within the state. May provide crisis management intervention and utilize passive physical restraint to youth who may weigh up to 250 pounds and are physically threatening, out-of-control or otherwise presenting a threat to themselves or others. This position reports to the Lodge Director.

PRINCIPAL DUTIES AND RESPONSIBILITIES:

Monitors daily operations of programs.

Coordinates, trains, develops, and evaluates Program Management Team members.

Assists Program Management Team in problem solving on a case-by-case basis.

Monitors youth movement within the state and among the other Lodges.

Organizes and develops community service projects.

Monitors contract compliance in the state.

Monitors state government with regard to actions that may affect juvenile justice programs.

Develops relationships with court personnel.

Approves Center of Attention placements.

Implements Preventative Maintenance Program.

Assures compliance with the contractual, regulatory and accrediting standards as well as VisionQuest policies and procedures.

Covers program on site as necessary.

VISIONQUEST POSITION DESCRIPTION

Director of Operations

Page Two

REQUIRED EXPERIENCE AND TRAINING:

Minimum of a college degree in human services and two years related experience or any combination of experience or training that provides the required knowledge, abilities and skills.

WORKING CONDITIONS/PHYSICAL REQUIREMENTS:

May lift and carry up to 10 pounds frequently, up to 20 pounds occasionally, up to 50 pounds infrequently.

Performs tasks that may involve standing or walking 75% of the day; sitting 25% of the day.

May bend, stoop, reach, and grasp as necessary.

This job description does not state or imply that the above are the only duties and responsibilities assigned to this position. Employees holding this position will be required to perform any other job-related duties as requested by management. All requirements are subject to possible modification to reasonably accommodate individuals with a disability.

EMPLOYEE SIGNATURE:

I have read and understand all of the above. I have reviewed the duties for which, if hired, I will be responsible as well as the minimum requirements of this position. I acknowledge that I can perform all of the duties, responsibilities and functions of this position. I understand that this document is not a job offer and that if offered employment, it will be on an "at will" basis.

Employee Signature

Date

**VISIONQUEST
POSITION DESCRIPTION**

Position Title Program Director	Reports to: Director of Operations	Effective Date:
Prepared By Jim Yester Vice President Human Resources	NUMBER 8313	Replaces Description Date

GENERAL STATEMENT OF DUTIES:

The person in this position manages, identifies, develops and monitors all components essential to the delivery of comprehensive reintegration services for the youth and their family. May provide crisis management intervention and utilize passive physical restraint to youth who may weigh up to 250 pounds and are verbally or physically threatening, out-of-control or otherwise presenting a threat to themselves or others. This position reports to the Director of Operations.

PRINCIPAL DUTIES AND RESPONSIBILITIES:

The Program Director is ultimately responsible for the provision of all State Reintegration Program (SRP) services and deliverables, including but not limited to the following: supervision and oversight of the staff, assurance and accountability for youth and family deliverables, fidelity of the contract model, all service indicators in accordance with the Texas Youth Commission, sustainability and fostering of provider relationships and community partnerships, including vendors, subcontractors, and community advisory board members, community providers, county probation, and other related stakeholders involved in the care of the client. Creates in collaboration with the Director of Compliance and Outcomes all operating policies and procedures, internal controls and monitoring mechanisms, data collection and management information systems, region-wide communication systems and processes.

Allocation of program resources, including an annual budget and monthly reporting on fiscal expenditures, including, but not limited to the following: computers and laptops, cell phones, office supplies and resources, allocation of manpower hours and caseloads per youth, and any other resources required by the annual and quarterly fiscal reporting, forecasting, and allocation functions.

Function as the Administrator On Duty on a regular basis, responding to incidents as needed.

Manages and supervises day-to-day orderly operation of the program.

Reviews and approves staff schedule for all program employees.

Manages and directs the training process for all employees of the program.

Approves all budgeted expenditures for the program and is responsible for maintaining cost effective program operations regarding personnel.

Oversees the process for treatment plans of youth in the program and recommends disposition of youth within the program. Teaches Abuse, Abandonment and Boundary issues.

Integrates specialized functions and disciplines such as education, human resources, finance, treatment, quality

of care and medical.

Represents program in the community and to other treatment agencies.

Ensures safe work environment for staff, and assures home safety for youth transitioning in the community through oversight and supervision of home and family assessments completed by staff.

Reviews staff performance on a regular basis.

Provides direct intervention during crises situations affecting youth and/or family.

Oversees that the program operates in accordance with contractual specifications, licensing requirements (if applicable), and applicable Federal and State laws.

Administers and adheres to all Company policies and procedures and state regulations for staff and youth.

An employee in this position must participate in a training program known as Safe Crisis Management and demonstrate competency in the skills trained in that course. The employee must also physically restrain out of control adolescents using the techniques trained during safe crisis management.

REQUIRED EXPERIENCE AND TRAINING:

Thorough knowledge of the essential components of community based reintegration programs and experientially derived knowledge of the integration of diverse treatment modalities. Good knowledge of the developmental needs and treatment problems of youth. Knowledge of those dynamic factors inherent in the group process. The ability to supervise and direct the daily activities of a large number of professional and administrative staff. Must be familiar and have knowledge pertaining to applicable licensing requirements, Federal and State laws, and employment laws.

Possesses a minimum of two (2) years of professional experience in an organized program for delinquent, pre-delinquent, or socially maladjusted youth in a supervisory or consultative capacity providing treatment services in the area of prevention of juvenile delinquency or the rehabilitation of delinquent, pre-delinquent, or socially maladjusted youth; and a Master's Degree with major course work in the Behavioral Sciences, Special Education, Criminal Justice or Juvenile Delinquency, Social Science, Administration of Justice or four (4) years of professional experience in an organized program for delinquent, pre-delinquent, or socially maladjusted youth, including two (2) years in a supervisory or consultative capacity providing treatment services in the area of the prevention of juvenile delinquency or the rehabilitation of delinquent, pre-delinquent, or socially maladjusted youth; and a Bachelor's Degree from an accredited college or university, which includes at a minimum, twelve (12) credits in the Behavioral Sciences, Special Education, Criminal Justice or Juvenile Delinquency.

WORKING CONDITIONS/PHYSICAL REQUIREMENTS:

The employee must be able to physically restrain out of control adolescents using the techniques trained during safe crisis management.

May lift and carry up to 10 pounds frequently, up to 20 pounds occasionally, up to 50 pounds infrequently.

Performs tasks that may involve standing and walking 75% of the day; sitting 25% of the day.

May bend, stoop, reach, and grasp as necessary.

This job description does not state or imply that the above are the only duties and responsibilities assigned to this position. Employees holding this position will be required to perform any other job-related duties as requested by management. All requirements are subject to possible modification to reasonably accommodate individuals with a disability.

EMPLOYEE SIGNATURE:

I have read and understand all of the above. I have reviewed the duties for which, if hired, I will be responsible as well as the minimum requirements of this position. I acknowledge that I can perform all of the duties, responsibilities and functions of this position. I understand that this document is not a job offer and that if offered employment, it will be on an "at will" basis.

Employee Signature

Date

VISIONQUEST POSITION DESCRIPTION

Position Title Reintegration Worker	Reports To Program Director	Date Effective
Prepared By Jim Yester, Vice President Human Resources	Number 8449	Replaces Description Date

POSITION SUMMARY: This person is the primary case manager for the youth assigned to them and is responsible for ensuring that all services specified in the youth's aftercare plan are delivered as required. This individual is expected to take an active role in the development and fostering of therapeutic relationships between youth, families and staff to provide for effective treatment. This person is expected to display and maintain a high standard of ethical behavior and professionalism and function as a member of a therapeutic team in providing a balanced approach to planning and assessment for VisionQuest youth. The Reintegration Worker is responsible to maintain positive and productive relationships with youth, court personnel, TYC institution staff, VQ FFT therapists, and community services and resources. May provide Safe Crisis Management and utilize manual restraint techniques to youth who weigh up to 250 pounds and are verbally or physically threatening, out-of-control, or otherwise presenting a threat to themselves or others.

QUALIFICATIONS:

Minimum of a bachelor's degree in a social services or related field, or four years of related work experience required.

Some knowledge of community services and resources is preferred. Good communication skills to enable staff to participate as an effective team member in a treatment program. Understanding human behavior and the process required to facilitate change. Excellent comprehension and writing skills including the ability to produce comprehensive narrative reports; must be capable of editing reports written by other staff to produce final reports. Must have excellent skills in verbal communication; good organization and time management skills, and be computer literate with Microsoft Word, Excel and Outlook.

Must have a valid driver's license, clear motor vehicle report, a personal vehicle in good mechanical condition, and documentation of current insurance coverage.

RESPONSIBILITIES AND COMPETENCIES:

Competencies are listed under the following headings:

- Management Competencies (if applicable)
- Technical Competencies
- Occupational Competencies.

Technical Competencies:

MULTI-DISCIPLINARY TREATMENT TEAM FUNCTIONS/RESPONSIBILITIES AND COMPETENCIES

Universal competencies for all multi-disciplinary team members incorporating knowledge of treatment philosophies, modalities, influences and approaches specific to adolescent populations including their incorporation into appropriate service selection, treatment planning and documentation.

Treatment Philosophy & Modalities - Possesses working knowledge of Cognitive Behavioral Therapy, Guided Centering, and uses the relevant terminology and approaches in all interaction with youth and staff as primarily assessed through formal/documented education and training/prior experience and supervisory review/observation.

Cultural Diversity –

- Demonstrates awareness and sensitivity to diversity issues and recognizes triggers, biases, and beliefs, and does not allow them to interfere with treatment, service delivery, and the performance of the job as primarily assessed through supervisory review/observation.
- Assist staff and clients with identification of triggers, biases and beliefs that may interfere with work environment as primarily assessed through management/supervisory review/observation.

Adolescent Specific Knowledge –

- Demonstrates working knowledge of normal child and adolescent development including: physical changes and concerns, emotional growth, social development and cognitive development as primarily assessed through supervisory review/observation and clinical record review.
- Demonstrates working knowledge of communication skills used to foster positive growth including active listening skills as assessed primarily through supervisory review/observation.
- Possesses knowledge of contemporary influences on adolescents including: gangs, sex, pop culture, family stressors as primarily assessed through formal/documented education and training/prior experience, and supervisory review/observation.
- Possesses working knowledge of at least the behavioral attributes of the following diagnosis: ADD, ADHD, PTSD/Trauma, depression, ODD, bipolar, anxiety and conduct disorder as applied to adolescents as primarily assessed through formal/documented education and training/prior experience, and record review.

Treatment Planning - Demonstrates knowledge and skill in the formulation of an After-Care Plan with relevant goals, and behaviorally measurable objectives that serve as indices for evaluating treatment progress, and realistic time frames for achievement as primarily assessed through supervisory review/observation and peer/team review.

Treatment Services – Demonstrates skill in problem-solving and participating in individual and family member treatment, and supportive interventions as team member and/or team leader as primarily assessed through supervisory review/observation and customer/co-worker feedback satisfaction.

Clinical Record Documentation – Demonstrates knowledge and skill in written documentation of assessments, treatment plans, progress notes, progress reports, and discharge summaries in the clinical record, with all entries authenticated and time dated as primarily assessed through clinical record review.

SPECIFIC THERAPEUTIC FUNCTIONS/RESPONSIBILITIES AND COMPETENCIES

Treatment Services –

- Demonstrates skill in the development of individualized productive therapeutic relationships based on knowledge of the youth's treatment goals, relevant objectives and post release treatment needs as primarily assessed through supervisory review/observation.
- Assists with the implementation of the After Care Plan interventions as primarily assessed through supervisory review/observation.
- Develops and implements in conjunction with FFT Therapists, individualized after care plan interventions for home visits and discharge as primarily assessed through supervisory observation/review and clinical record review.
- Provides instruction to youth in accordance with the After Care Plan focusing on successful reintegration into the community as directed by the Therapist as primarily assessed through supervisory/management observation.

Therapeutic Relationships - Demonstrates a strength-based approach in the development of positive therapeutic relationships with youth, displaying empathy, respect, support, and problem solving as primarily assessed through supervisory review/observation.

Safe Crisis Management –

- Demonstrates ability to provide Safe Crisis Management through appropriate de-escalation techniques and the use of safe physical interventions to protect the safety of the youth and staff as primarily assessed through critical incident reporting and the Lodge Professional Standards Committee.
- Responds to all Crisis Intervention Calls unless doing so will result in an unsafe program environment or involve the termination of a critical task as primarily assessed through supervisory review/observation.

High Risk Youth –

- Identifies youth requiring additional therapeutic support including, significantly disruptive youth and those who are a danger to themselves or others and reports behaviors to supervisors and/or Licensed Mental Health Professionals as assessed through supervisory review/observation and record review.

SPECIFIC CASE MANAGEMENT FUNCTIONS/RESPONSIBILITIES AND COMPETENCIES

Case Management Services –

- Documents in the case management notes all services provided, including all contact with youth, court personnel, FFT therapists, placing agency, providers and family, individual meetings, group meetings, and significant progress and/or problems as primarily assessed through supervisory review/observation, clinical review, and co-worker/customer feedback/satisfaction.
- Communicates required information for entry into the Youth Management Information System and performs data entry when appropriate as primarily assessed through supervisory review/observation and clinical review.
- Conducts random audits of individual youth records to ensure that documents are being completed, signed and appropriately maintained in accordance with applicable regulations/standards as primarily assessed through supervisory review/observation and clinical review.
- Monitors maintenance of youth case and clinical files as primarily assessed through supervisory review/observation and clinical review.
- Provides final edit for all standard reports, as well as other special reports except where otherwise indicated as primarily assessed through supervisory review/observation and clinical review.

- Monitors timeliness and maintains content of all reports, letters, notifications, data entries, etc. as primarily assessed through supervisory review/observation, co-worker/customer feedback/satisfaction and clinical record review.

Service Delivery --

- Understands the individual strengths and needs of each youth on their caseload as primarily assessed through supervisory review/observation, co-worker/customer feedback/satisfaction and clinical review.
- . Meets monthly with the child face-to-face at the TYC institution for the last three months of stay.
- Develops an After-Care Plan in coordination with the TYC staff and FFT Therapist.
- Communicates with parents during the last three months of residential stay.
- Completes a discharge report at the end of the six month program.
- Ensures that any needed after-care services are in place at the time of discharge.
- Maintains security and confidentiality of all youth information including records as primarily assessed through supervisory review/observation and co-worker/customer feedback/satisfaction.

COMMUNICATION AND DOCUMENTATION SPECIFIC RESPONSIBILITIES/COMPETENCIES

Writing Skills – Completes all written documentation in a timely manner using legible handwriting, correct grammar, and punctuation. Entries are concise and clearly convey the information to be communicated as primarily assessed through supervisory review/observation and clinical record review.

Adherence to Deadlines- Demonstrates knowledge and skills in the presentation of timely written documentation such as incident reports with all entries authenticated, and time dated as primarily assessed through clinical record review and supervisory review/observation.

Computer Proficiency – Possesses a competent familiarity and proficiency with computers to meet internal and external deadlines as primarily assessed through clinical record review.

Occupational Competencies:

ORGANIZATIONAL AND PROFESSIONAL RESPONSIBILITIES AND COMPETENCIES

Knowledge of VisionQuest Mission and philosophies, knowledge of and adherence to company’s policies and procedures, regulatory requirements and ethical standards. Continually seeks to enhance professional knowledge base and improve personal, team and program performance.

Company Mission- Is knowledgeable of, and supports, the organization’s mission as primarily assessed through supervisory review/observation.

Staff Commitments – Demonstrates knowledge and integration of VisionQuest’s staff commitments into daily practices as primarily assessed through supervisory review/observation.

Confidentiality – Maintains confidentiality in accordance with VisionQuest policies, and complies with HIPAA guidelines as primarily assessed through supervisory review/observation and incident reporting.

Mandatory Reporting – Demonstrates knowledge of applicable regulatory requirements governing mandated child abuse/neglect reporting requirements. Reports any suspected abuse or neglect as required by law as primarily assessed through supervisory review/observation.

Respect – Demonstrates respect for youth, families, guests, and colleagues in accordance with VisionQuest policy, as primarily assessed through supervisory review/observation and peer/team review.

Attendance – Maintains attendance record, and is punctual, in accordance with VisionQuest policy, as primarily assessed through supervisory review/observation and attendance reports/leave requests.

Dress Code – Adheres to VisionQuest’s dress code, as primarily assessed through supervisory review/observation.

Health and Safety -Demonstrates knowledge of, and practices, VisionQuest’s health and safety policies and procedures, including but not limited to fire safety and emergency response plans, infection control procedures, and incident reporting as primarily assessed through supervisory review/observation and annual testing associated with health and safety training.

Facilities and Equipment - Is respectful of, and appropriately maintains VisionQuest’s facilities and equipment and supplies, including information technology hardware and software. Reports potential maintenance problems or damage to living areas or facilities to ensure prompt corrective action in order to minimize risk to youth and staff as primarily observed through supervisory/management observation.

Interaction with Co-workers - Interacts and communicates with fellow employees in a manner that promotes a harmonious and cooperative working environment, as primarily assessed through supervisory review/observation and peer/team review.

Problem Solving - Communicates information, including the identification and communication of problems/issues with appropriate team and management staff in a timely manner, and positively engages in effective problem-solving, as primarily assessed through supervisory review/observation.

Boundaries - Maintains appropriate boundaries in all interactions with youth and staff in accordance with VisionQuest’s policies and procedures as primarily assessed through supervisory review/observation.

Flexibility and Openness - Demonstrates openness to supervision and flexibility to incorporate other points of view in order to improve performance as primarily assessed through supervisory review/observation.

Policies and Procedures – Administers and adheres to all company policies and procedures and state regulations for staff and youth as primarily observed through supervisory/management observation.

PHYSICAL REQUIREMENTS/WORKING CONDITIONS/EXPOSURES (check a column for each activity, working condition, and exposure indicating the average percent of time for this position):

	FREQUENTLY (at least 50%)	USUALLY (25 - 49%)	INFREQUENTLY (less than 25%)	N/A
Standing/Walking	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sitting	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Twisting	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Lifting/Carrying	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Pushing/Pulling	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Climbing (ascending/descending ladders/stairs/hill/inclines)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Bending/Stooping	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Using arm muscles frequently or for extended periods	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Using leg muscles frequently or for extended periods	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

ACTIVITY

- Standing/Walking
- Sitting
- Twisting
- Lifting/Carrying
- Pushing/Pulling
- Climbing (ascending/descending ladders/stairs/hill/inclines)
- Bending/Stooping
- Using arm muscles frequently or for extended periods
- Using leg muscles frequently or for extended periods

Position Description: **Reintegration Worker**

Using back muscles frequently or for extended periods	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Running	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Passive Physical Restraints	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

HOW OFTEN ARE THESE WEIGHTS LIFTED OR CARRIED?

02 - 10 pounds	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11 - 20 pounds	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21 - 30 pounds	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
31 - 40 pounds	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
41 - 50 pounds	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
51 pounds or more				

WORKING CONDITIONS/EXPOSURES

Working in hot, cold or wet surroundings	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Working indoors	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Working outdoors	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Operating vehicles or machinery	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Riding Horses	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Working near livestock	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Yes No Human Resource Representative has received a request for an accommodation.

If yes, that accommodation is described as follows:

Yes No Human Resources Representative has contacted the Vice President of Human Resources regarding accommodation request.

Human Resources Representative

I have reviewed and received a copy of this Position Description document, and I understand my Position responsibilities and performance expectations/standards. I further understand that I may be responsible for other activities not listed in this document.

Employee Signature

Employer Signature

Date

Date

VISIONQUEST
QUALITY ASSURANCE AND PERFORMANCE IMPROVEMENT PLAN
January 2008

I. PROGRAM DESCRIPTION

The development of a Quality Assurance and Performance Improvement Plan is a specific, integral component of the Corporate Compliance Program that is designed to articulate company benchmarks derived from industry performance levels, licensing requirements, accreditation standards, and contractual obligations; thus, the sum of these constituents aid in producing the most effective programs.

The Quality Assurance and Performance Improvement Plan is designed to produce the most effective programs by articulating program standards that are created based on the results of a baseline assessment. This baseline assessment strives to determine the current status of compliance in order to establish company benchmarks. This process involves the aggregation and assimilation of data, selection of protocols and corresponding process indicators, establishing controls and monitors, and determining appropriate thresholds.

II. AUTHORITY AND RESPONSIBILITY

The Board of Directors maintains overall responsibility of the review and evaluation of the Quality Assurance program with specific supervision assigned to the Executive Vice President of VisionQuest. The Executive Vice President has direct supervision responsibilities for a corporate department of quality assurance and compliance personnel.

The corporate quality assurance department has oversight responsibilities for formulating, articulating, and monitoring compliance interventions, benchmarks, and outcomes. These duties may include analysis of data as it relates to benchmarks and formulation of prototypes, protocols and processes, internal controls and monitoring mechanisms. In addition, mitigating compliance risk may involve the formulation of process redesign functions, new processes involving automation modules, and similar compliance interventions.

The scope of the Quality Assurance and Performance Improvement Plan involves all services provided by VisionQuest that directly or indirectly impact consumers, youth, licensing, contractual and regulatory authorities, and managed care organizations. This includes interactions with non-clinical staff (operational and direct care staff), administrative staff, management, healthcare and clinical staff.

Externally, all licensing monitors and program evaluators, contractual compliance auditors, referral and funding sources, consumer satisfaction, and accreditation bodies are also stakeholders in the process of improving our programs.

III. GOALS AND OBJECTIVES

1. To increase the efficacy and efficiency of services provided by:
 - a. identifying and mitigating potential risk to the environment of care;
 - b. identifying and mitigating process discrepancies that contribute to the services provided;
 - c. monitoring problem areas defined by program evaluation constituents or external licensing, contractual, or accreditation bodies;
 - d. Implementing compliance and/or process interventions and prototypes to increase staff knowledge, efficiency, and overall productivity.

2. To enhance the environment of care by:
 - a. Providing resources, education, and technical training regarding compliance and quality assurance initiatives;
 - b. Establishing protocols and processes, controls and monitoring mechanisms, and process redesign functions for best practices;
 - c. Designing and implementing corporate-wide quality assurance initiatives that establish company benchmarks and evaluate assigned indicators, and produce effective outcomes.

3. To maximize staff performance by:
 - a. Providing opportunities to employees to discuss best practices, aid in formulating new processes, and participate in process redesign functions;
 - b. Reduce duplicate efforts by process redesign and mapping functions;
 - c. Integration of quality assurance activities into daily operations in order to maximize simplification and minimize duplication;
 - d. Reassess the effectiveness of the Comprehensive Centering Review (program evaluation) and quality assurance and compliance initiatives annually.

IV. FUNDAMENTAL ELEMENTS

- A. Identification and implementation of performance improvement projects as part of the overall Corporate Compliance Program are critical constituents of a continuous quality improvement plan.

- B. Quality indicators are identified, aggregated, and assimilated as part of ongoing performance improvement program that is developed annually by the Corporate Quality Assurance Department.

- C. Performance improvement projects that identify areas of potential compliance risk as measured against company benchmarks, industry standards, and quality performance indicators, provide opportunities for quality interventions.

D. Examples of performance improvement projects, including internal/external controls that monitor compliance performance and quality benchmarks include, but are not limited to the following:

- Program evaluations
- Compliance trending and analysis
- Annual outcome measurement
- Process redesign analysis
- Internal and external auditing and inspections
- Current market trends and customer needs
- Consumer satisfaction surveys and employee interviews
- Regulatory, licensing, and accreditation audits and inspections
- Pro-active risk analysis
- Facility and youth utilization reviews
- Internal and external plan of correction monitoring
- Organizational analysis projects
- Intervention analysis and evaluation projects
- Protocol and process indicator development and analysis
- Internal control testing and analysis

1. These projects are designed to achieve, through ongoing measurement and mitigation, significant improvement, sustained over time in several areas of non-clinical and clinical areas.
2. The results of the performance improvement projects are discussed by the Corporate Quality Assurance Department, which enforces and delineates the appropriate progressive disciplinary stipulations regarding non-compliance and performance quality discrepancies.
3. As discrepancies arise in compliance, performance quality levels and unsuccessful interventions, the Corporate Quality Assurance Department will delineate plans of correction, which may involve the following:
 - Internal investigation, assessment, and auditing provisions
 - Process redesign analysis and process mapping
 - Statistical analysis utilizing industry benchmarking
 - Additional interpretation and problem analysis
 - Internal control testing and analysis
 - Assignment of a specific, methodical intervention
 - Additional supervision, education, and specific training
 - Progressive disciplinary procedures for identification of neglect, intentional non-compliance, or violations of the code of conduct, which may include termination based on the severity of the violation

☒☒Named Insured: VisionQuest National,



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
03/28/2011

Page 1 of 1

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Willis of Tennessee, Inc. 26 Century Blvd. P. O. Box 305191 Nashville, TN 37230-5191	CONTACT NAME: PHONE (A/C, NO, EXT): 877-945-7378 FAX (A/C, NO): 888-467-2378 E-MAIL ADDRESS: certificates@willis.com	
	INSURER(S) AFFORDING COVERAGE INSURER A: Admiral Insurance Company	NAIC# 24856-000
INSURED VisionQuest National, Ltd. 600 N. Swan Road Tucson, AZ 85711	INSURER B:	
	INSURER C:	
	INSURER D:	
	INSURER E:	
	INSURER F:	

COVERAGES

CERTIFICATE NUMBER: 15671272

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN. THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADD'L INSRD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	GENERAL LIABILITY			[REDACTED]	11/1/2010	11/1/2011	EACH OCCURRENCE \$ [REDACTED]
	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input checked="" type="checkbox"/> LOC						DAMAGE TO RENTED PREMISES (Ea occurrence) \$ [REDACTED] MED EXP (Any one person) \$ [REDACTED] PERSONAL & ADV INJURY \$ [REDACTED] GENERAL AGGREGATE \$ [REDACTED] PRODUCTS - COMP/OP AGG \$ [REDACTED]
	AUTOMOBILE LIABILITY						COMBINED SINGLE LIMIT (Ea accident) \$ [REDACTED] BODILY INJURY (Per person) \$ [REDACTED] BODILY INJURY (Per accident) \$ [REDACTED] PROPERTY DAMAGE (Per accident) \$ [REDACTED]
	<input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS <input type="checkbox"/> NON-OWNED AUTOS						UMBRELLA LIAB <input type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED <input type="checkbox"/> RETENTION \$ [REDACTED]
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below		N/A				WC STATU-TORY LIMITS <input type="checkbox"/> OTH-ER <input type="checkbox"/> E.L. EACH ACCIDENT \$ [REDACTED] E.L. DISEASE - EA EMPLOYEE \$ [REDACTED] E.L. DISEASE - POLICY LIMIT \$ [REDACTED]

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach Acord 101, Additional Remarks Schedule, if more space is required)
 Division/Location: Nashville, TN.

CERTIFICATE HOLDER**CANCELLATION**

Texas Youth Commission
 4900 North Lamar Blvd
 Austin, TX 78765

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

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